

Sales Management

THE MAGAZINE OF MARKETING

Why Black & Decker Has Split
Sales Force into Two Divisions
By Lawrence M. Hughes

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Salesman's Stake in Cost Reduction
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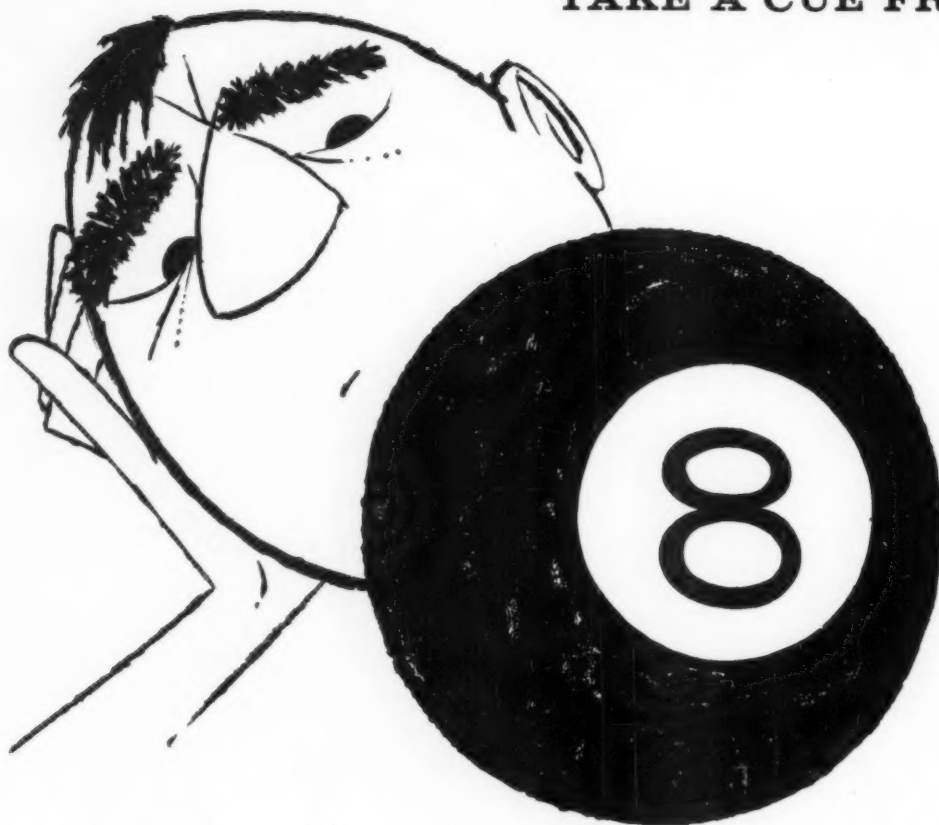
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Behind the Price Spread Counter Charges
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**you
can
get
rid of
job
tension!**

Page 32

IF THIS IS YOU
TAKE A CUE FROM US



We specialize in the most vital phase of your entire advertising program—Merchandising at the Point-of-Sale. It is our only business... one we've been at for more than half a century. In that time, we've created countless traffic-stopping displays that have caught shoppers' eyes in nearly every type of retail outlet. We can produce dynamic, reason-to-buy point-of-sale merchandising programs for you today. If your program is behind the eight-ball, let our nationwide staff of experts give you the cue your Merchandising at the Point-of-Sale should take.



Trademark Mystik Registered.

Merchandising at the POINT-OF-SALE

- Lithographed displays for indoor and outdoor use
- Animated Displays
- Cloth and Kanvet Fiber Banners and Pennants
- Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders
- Mystik® Self-Stik Labels
- Econo Truck Signs
- Booklets and Folders



Keep this "IDEA FILE" and illustrated brochure within easy reach...they are a collection of point-of-sale samples, ideas, success stories that have paid off in the past. They are yours **FREE!** Write Chicago Show Printing Company, 2660 N. Kildare Ave., Chicago 39

today togetherness

inspires the decision



Today—*togetherness* is more than a word...

It's a *way of life* for millions of families.

Sharing plans and problems and personal interests—their lives are linked closer than ever.

And even *buying* is part of this pattern—for the woman buys what the *family* eyes, from dishwashers to dungarees, from detergents to desk lamps.

And if you want *your* product to win their welcome... put it in **McCALL'S**—it's the one magazine edited for *Togetherness*, inspiring the buying decisions of the Woman whose *chief* interests are the *best* interests of her family.

The Magazine of Togetherness



in more than 4,500,000 HOMES each month

McCall's

MARCH 1, 1956

BBDO *Newsletter*

- 1 SOUPER DOUPER
- 2 BREAD WINNER
- 3 EIGHTEEN-PAGER
- 4 EXCLUSIVE



1 PAINSTAKINGLY prepared by master chefs, Campbell's Soup is not only delicious, but nutritious as well. Or, as the Campbell Kids sing in a new TV jingle: *Campbell's Soup! Campbell's Soup! 21 kinds of Campbell's Soup! Lunch or dinner, for breakfast, too—soup every day makes a Souper You!* The Souper Song is featured in a series of animated commercials on *Mickey Mouse Club* and *Lassie*.



2 IT WAS NOVEMBER 1954 when New York City was first introduced to Grossinger's Rye Bread—and the winning ways of Jennie Grossinger. Within a year, her friendly words in newspapers and on TV helped make Grossinger's the city's best-selling rye bread. So in 1955, General Baking Company opened new markets. Grossinger's now leads the field in Philadelphia, seems headed for the top elsewhere.



3 YOU DON'T SEE too many eighteen-page ads these days. But Easy Division of Murray Corporation of America took nearly 7½ square feet to run this life-size picture of its new Combination Washer-Dryer in March *Electrical Merchandising*. Back pages tell dealers about 1956 promotion plans. Magazine says it's the first time a full-size major appliance was ever "delivered" by mail. BBDO Buffalo.



4 NO OTHER clock manufacturer could sign the new Westclox ads—seen regularly on page one of *The Saturday Evening Post*. No other manufacturer has a Big Ben. So BBDO Chicago lets this world-famous fellow speak up for the entire Westclox family of fine clocks and watches, reminding millions that a Westclox is as dependable as the day is long. Westclox has been a BBDO client since 1930.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

NEW YORK • ATLANTA • BOSTON • BUFFALO • CHICAGO • CLEVELAND • DALLAS • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • PITTSBURGH • SAN FRANCISCO • SEATTLE

SALES MANAGEMENT

Sales Management

VOLUME 76 NO. 5

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LEXington 2-1760

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READ
FOR
ONE
PURPOSE
ONLY...



PRODUCT INFORMATION!

*What better place
and timing for
PRODUCT ADVERTISING?*

*Cost? ... only \$165 to \$175 a month
Details? ...
send for complete DATA FILE*

Industrial
Equipment
News

IEN

Thomas Publishing Company

BPA

NBP

461 Eighth Avenue, New York 1, N. Y.

... Affiliated with Thomas Register

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May, September and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

MARCH 1, 1956

FORT WORTH is a

3 Billion Dollar Market!

WHERE THE WEALTHY WEST BEGINS

There are four large metropolitan areas (over 450,000 population) in Texas. In order of population they are: Houston in the Southeast; Dallas in the Eastern part; San Antonio in the Southwest; and Fort Worth, largest city in the Western half of Texas. Fort Worth metropolitan population of 486,500 (January 1, 1955), and the West Texas trade area population of 2,042,900 dominate the Western part of the state. It is the undisputed automotive, aircraft, meat packing, transportation, cattle and oil center of the great Southwest. The market has more than its share of the wealth of Texas.

A RICH AND PRODUCTIVE MARKET

	% of State	Total
Effective Buying Income	25.3%	\$3,195,668,000
Retail Sales	25.1%	2,261,899,000
Automotive Sales	26.8%	537,194,000
Drug Store Sales	25.3%	73,650,000
Food Store Sales	23.3%	474,993,000
Furniture-Household Radio Store Sales	21.9%	100,424,000
General Merchandise Sales	25.4%	274,933,000

All Figures Based on Sales Management Survey of Buying Power, May 10, 1955

COVERED BY TEXAS' BUSIEST SALESMAN

CIRCULATION

248,823

DAILY
(M&E Combined)

228,437

SUNDAY

As filed with Audit Bureau
of Circulation, subject to
audit, for 6 months average,
ending September 30, 1955.



FORT WORTH STAR-TELEGRAM

AMON G. CARTER, JR., President and National Advertising Director

Sales Management

EXECUTIVE OFFICES 386 Fourth Ave.
New York 16, N. Y. LEXington 2-1760

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Lindberg.

Pacific Coast
Warwick S. Carpenter, 15 East de la Guerra,
Santa Barbara, Calif., WOODland 2-3612.

Philadelphia
Philip Harrison, 1212 Chestnut Street, Philadelphia
7, Pa., KINGSley 6-3545.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood

ASSISTANT DIRECTOR SUBSCRIPTION MGR.

Edward S. Hoffman C. V. Kohl

\$8.00 a year; Canada \$9.00; Foreign, \$15.00

SALES MEETINGS

Issued as Part II of SALES MANAGEMENT,
January, April, July, October, November. Editorial
and production office: 1212 Chestnut Street, Phila-
delphia 7, Pa., KINGSley 6-3545; Philip Harrison,
General Manager; Robert Letwin, Editor.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill

GENERAL MANAGER.....Philip Salisbury

EXEC. VICE-PRESIDENT.....John W. Hartman

TREASURER.....Edward Lyman Bill

SENIOR VICE-PRESIDENTS.....C. E. Lovejoy, Jr.
W. E. Dunsby, R. E. Smallwood

MEMBER



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SALES MANAGEMENT

JET/TURBOPROP BOX SCORE

In the race so far for an estimated \$7-billion jet and turboprop transport market are four U.S. manufacturers—Douglas (DC-8), Lockheed (Electra), Boeing (707), and Fairchild (F-27)—and four foreign producers—Vickers-Armstrongs (Viscount and Vanguard), Bristol (Britannia), de Havilland (Comet 4) and SNCASE (Caravelle). Here's how orders by major world carriers shape up to date—Feb. 15, 1956:

FIRM ORDER	TYPE	NUMBER	DELIVERY
AIRLINE			
American	Electra	35	August 1958
American	707	30	June 1959
Eastern	DC-8	19	May 1959
Eastern	Electra	40	August 1958
Capital	Viscount	60	In progress
United	DC-8	30	May 1959
National	DC-8	6	April 1959
National	Electra		April 1959
A			December '58
A			December '59
OAC			ress
OAC			
OAC			



the
Capital
AIRLINES

VISCOUNT

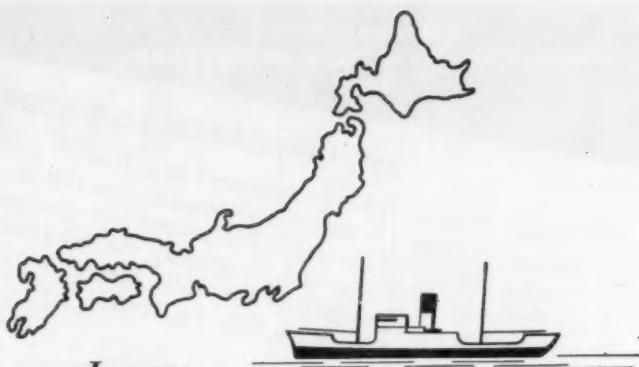
IS HERE TODAY!

As the first U.S. airline to usher in the jet age of flight, Capital welcomes others to the field. Many of the nation's foremost airlines — (see list above) — have recognized the superior comfort, speed and dependability of this new concept in flight. In the meantime, you can enjoy jet-prop flight *today* — on the Capital Viscount.

... 3
... out 3
... 30
... 277 Viscounts have been
... collation.

World's first and only turbo-prop (jet-prop) airliner

Capital
AIRLINES



JAPAN

88,000,000 people



PHILIPPINE REPUBLIC

21,500,000 people

In the fastest growing Far East markets two new J. Walter Thompson Company offices

In Tokyo and Manila we now have fully staffed offices serving advertisers in a billion dollar market for U. S. goods and services!

Japan, with 88 million people, and the Philippines, with 21.5 million, now rank as the first and second most important Far East markets for U. S. exports.

Together they buy more U. S. goods than France and Germany combined.

They buy more than Argentina, Brazil, Sweden, Spain, Portugal and Australia put together.

The Philippines alone are a bigger market than Italy. And only the United Kingdom buys more from us than Japan. Japan is four times as big a market as India.

Are you missing your share of these growing markets? Have you made a study to determine whether you might profitably enter these markets?

Perhaps our offices *on-the-ground* can

help you decide. We should be pleased to discuss it with you.

The J. Walter Thompson Company has long believed that you can get maximum results in overseas markets only by *on-the-ground* operations.

That's why we first opened our London office 56 years ago—and have since opened 34 offices in markets where it was obvious the greatest opportunities lay. It is **why we have now opened fully staffed offices in the key cities of Tokyo and Manila.**

J. Walter Thompson Company offers a world-wide organization and a unique background of knowledge and experience to help solve your problems in international trade. Our overseas offices give advertisers the benefit of a complete knowledge of

local conditions—*plus managers who are trained in world-wide marketing and advertising.*

We have been in business in leading overseas market areas such as India, Latin America, Australia and South Africa for more than 25 years. In these markets, as in virtually *every* major international market, ours is the largest advertising business, even compared with local agencies.

You may be interested in the Japan or Philippine markets now. Or, in a study of their potentialities for the future. In either case, you will want the market brochures we have prepared on these two countries. We will be happy to send them to you, without cost. Please write: Dept S-3.

J. WALTER THOMPSON COMPANY
420 Lexington Ave., New York 17, N. Y.
Other Offices: Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne

EDITORIALS

You Pay for "Free Publicity"

Like you, Allen P. Solada, sales director, WTPA-TV, Harrisburg, Pa., reads SALES MANAGEMENT. Like you, Allen Solada read in SALES MANAGEMENT, "Does Home Modernization Make Business For You?," the first full-dress report on the operation you will be reading a lot about this year, Operation Home Improvement. Now when we published that article we expected you executives in all industries affected by home modernization to read it and take action. Now if you did take action, you have experienced the nice, warm glow of new business, too. Allen Solada went right out and sold 100 spot TV announcements to local businesses interested in this campaign.

Mr. Solada is very happy with this program and is delighted that he got the news first. But he addresses the question to us which only you, manufacturers, can answer.

"It is very nice for SALES MANAGEMENT and it is nice for us (WTPA)" writes Allen Solada, "that we both more or less in our fields had an exclusive on this campaign. But it wasn't good for Operation Home Improvement. The campaign would have been much more successful in our community if salesmen for all the local media would have called and made an effort to sell accounts who should be a part of this promotion.

"It seems to me," he continues, "that OHI could have bought 'advertising space' in all the business publications read by the local advertising media to 'alert' them to this campaign . . . This is a commercial proposition by which many national and local advertisers will make a profit."

Solada underscores the point that "free publicity" will generate a certain amount of trade activity and result in a certain amount of business for retailers and their manufacturers. But he asks manufacturers if they realize how much more business they could obtain if they harness the power of advertising simultaneously.

Solada recommends that manufacturers "spend some of that money you have been wasting in an effort to get free publicity and invest it in a way that will 'prime the pump' and come back to you a hundred fold . . . You, (meaning manufacturers) might be surprised. After a few months of thinking in terms of 'grass roots selling' your national advertising might become more effective too."

Have all of us underestimated the willingness and the capability of local media to pick up our big national ideas and sell them to our retailers?

Boastful Hope, Perhaps

Nikita S. Khrushchev, First Secretary of the Soviet Communist party, in a six-hour speech the other day, renewed a favorite Communist prediction: that the democracies, and specifically the United States, are headed for economic ruin.

Khrushchev addressed the party congress. He apparently is a "true believer" and inasmuch as most of his audience has no way of ascertaining economic facts for themselves, they undoubtedly will accept his statements as gospel. So when Khrushchev warns them that the West is ignoring coming economic crises, they must necessarily accept his word for it.

Here's What the Federal Reserve
Bank of Chicago says about

FORT WAYNE

"Fort Wayne is truly one of the pillars of our industrial economy with a prosperous past and a hopeful future."

"... superb location for heavy manufacturing . . . directly astride the country's main belt of population, transportation and industry."

"Well over half the country's output of magnet wire is produced in Fort Wayne."

"The area is the capital and birthplace of the gasoline pump industry . . ."

For free copy of complete report write

PAUL H. KNAPP
General Adv. Mgr.

FORT WAYNE NEWSPAPERS, INC.
Agent

The News-Sentinel
and
THE JOURNAL-GAZETTE
Fort Wayne, Indiana

Represented by Allen-Klapp Co.
New York - Chicago - Detroit - San Francisco

GET
COLOR-VISION
IMPACT
for Any
Product
with

**Ad Banners
by HOLLYWOOD**

Color is the key to today's consumer...
And color-rich, dust-repellent, wrinkle-resistant Gleam-Satin banners, miniatures, sashes and pennants put your product out front where customers can see it.

You'll see many sales-clinching ideas in our **FREE Idea Book** yours for the asking.

**HOLLYWOOD
BANNERS**
116 East 32nd Street, New York 16, N. Y.
Telephone: ORegon 9-4790

The Los Angeles Times enters



BIRTHPLACE—This small two-story building was the first home of the Los Angeles Times. The first issue was published on December 4, 1881.



IN THE 90's—Historic events of the decades prior to and after the turn of the century were reported by The Times from its new headquarters at First and Fort Streets.



**FIRST in The Nation
in News and Features**

**FIRST in The Nation
in Advertising Volume**

REPRESENTED BY CRESMER AND WOODWARD,
NEW YORK, CHICAGO, DETROIT, ATLANTA AND SAN FRANCISCO

SALES MANAGEMENT

its 75th Anniversary Year...



THIRD HOME—The plant at First Street and Broadway was occupied by The Times in 1912. The paper championed many projects in the fast-growing city.



TODAY—The spirit of the old Times is in this building but otherwise every feature is as modern as 1956 can provide. It is the home of the West's leading newspaper.

The modest four-page first issue of the Los Angeles Times, published on December 4, 1881, was the start of one of the most extraordinary newspaper success stories in American history.

Figures just released by Media Records, Inc., show that for the full year of 1955 The Times led all papers in the country in two important categories: Lines of news and feature material and total advertising volume.

To attain this national leadership for a Western newspaper for the first time, The Times set records in both classifications. News and feature content exceeded that of the second-place newspaper (the New York Times) by more than 2,700,000 lines. In total advertising published, the Los Angeles Times led the runner-up Milwaukee Journal by more than 5,000,000 lines.

The Times also was Number One in the Nation in Retail and Classified lineage.

These are the official rankings of leading American newspapers: *News and features*—1. Los Angeles Times 2. New York Times 3. Miami Herald 4. Oakland Tribune 5. Washington Post & Times-Herald. *Total advertising*—1. Los Angeles Times 2. Milwaukee Journal 3. Chicago Tribune 4. New York Times 5. Miami Herald.

The amount of reading which the Los Angeles Times provides to its subscribers, coupled with the rule of uncompromising quality of news coverage, pictures and features, means the best possible value in a newspaper. For these reasons and a record of three-quarters of a century of integrity, The Times is first in the West in daily, Sunday and home-delivered circulation.

LOS ANGELES

Times

1881-1956

Our 75th Year

MARCH 1, 1956



What makes a newspaper great?



Danny Janzen loves butterflies. At the ripe old age of 12 he was a lepidopterist of five years' experience, had over 1500 specimens stored in boxes and drawers in his bedroom and was trading with adult collectors all over the United States. And he was perhaps the loneliest small boy on his south Minneapolis block. Few neighborhood grown-ups understood him or his unusual interests—even fewer youngsters of his own age.

Minneapolis Star and Tribune reporter, Janet Lucal, on the lookout for a feature story, heard about the

"Butterfly Boy" and decided his hobby might be a good topic. She was captivated by Danny's enthusiasm, his eagerness to show off his multicolored prizes, and his pride in having captured a rare "Baltimore checkerspot" in Minneapolis' Theodore Wirth park.

The story Janet Lucal wrote appeared in next day's Minneapolis Star. A few days later her editor handed her this note:

Dear Sir:

A week ago you published an article about my son, Danny Janzen, which was written by Miss Janet Lucal. It was an excellent article, clear and accurate, and we wish to say "Thank you" because it has made a big difference in Danny's life. People who used to find his journeyings with the butterfly net odd, now understand what he is trying to do and are often very helpful. Thank you again, so much.

Mrs. Dan Janzen

That was almost two years ago. Reporter Lucal was flattered by the letter, and quietly pleased that her story had perhaps helped Danny gain stature in the eyes of his friends.

Today, Danny Janzen is in high school, an above-average student, and one of the most popular kids in his class. He's studying Spanish, has been working summers and after school to get money for a butterfly hunting trip to Central America. He's sure now—he's going to be an entomologist when he grows up.

Newspapers do "make a big difference" in people's lives. Helping people understand themselves and each other a little better is one of the functions of good newspapers. It's through such devotion to the interests of all of its readers that the Minneapolis Star and Tribune have earned a unique respect and appreciation from the largest newspaper audience in the Upper Midwest.

Minneapolis
Star and Tribune
EVENING MORNING & SUNDAY

625,000 SUNDAY · 495,000 DAILY

JOHN COWLES, President

SALES MANAGEMENT

If the Communists are going to stand around and wait for us to collapse economically, they will have to wait a long time. We haven't built our present prosperity on the hope that the Communists would collapse. But we cannot forget that many of the smaller nations are not quite sure whether they should believe in America's confidence and its ability to maintain continued prosperity, or whether they should heed Khrushchev's dire prediction.

So each of us who has anything to do with directing business activity has a stake in seeing that we maintain our business activity at a high and profitable rate. We make our decisions individually, but the collective impact of them is tremendous. If 10% of us decided at approximately the same time to cease all buying, or to cease all promotion, the impact on our own economy would be devastating.

Superior Growth Industries

The man who advised the Ford Foundation on its successful distribution of Ford stock, Lionel D. Edie, has come up with a fascinating theory which you can relate to your marketing. He points out that the over-all annual rate of growth in this country is 3% to 4% but companies that invest 3% to 5% of sales in research and development enjoy a superior rate of growth, which he estimates at 10%.

Edie guesses that there are approximately 100 fairly large and representative concerns devoting 3% to 5% of sales to research (not including market research), and he predicts that in the next 10 years these firms will enjoy an annual rate of growth of 10% which means a doubling of their business.

Edie predicts that such firms must decrease their unit cost of production 30% in the next decade, that they must employ 50% more labor at the end of 10 years than now, and that those employing 50% more labor at the end of 10 years will more than double the amount of the product they put out.

Now what does all this mean to you? "The greatest elasticities of demand," Edie told the National Industrial Conference Board recently, "are in those industries that have the superior growth and if I wanted to get the maximum demand for my product, I would want to sell it to the 100 companies that have the 10% a year growth factor . . . that is where the great market potential in this country is to be found."

The company with a product to sell that can spot most or all of these 100 superior growth firms will enjoy a "free ride" in that its sales may grow at a faster rate than sales to non-superior growth companies. But it doesn't necessarily follow that as a superior growth company increases its purchases it will increase them through existing suppliers. So the potential is there, but it is up to the supplier to furnish continuously the salesmanship to take advantage of it.

No Tycoon Thinking

Harlow Curtice is a friend, admirer and booster of President Eisenhower, and the other day he told reporters that he believes that General Eisenhower has been "one of our greatest" presidents and that his Administration "has done much in developing, on a world-wide basis, confidence—and I think confidence represented the difference between the high level of business activity in 1955 and the somewhat lower level in 1954."

Significantly, Curtice, president of the \$12 billion dollar General Motors Corp., declared "that General Motors policies will not change regardless of the outcome of the 1956 election." And he's betting new millions in capital investments that business will be good.

ADVERTISING LINAGE

UP 16%

last 6 months
of 1955

over same period
1954



Largest
circulation
of any
fraternal
magazine!

THE **Elks** MAGAZINE

New York
Detroit
Chicago
Los Angeles

GOLF

is heading into
its biggest year!

"GOLF MARKET INFORMATION"

gives the latest, complete facts on
this fast growing, big spending
market . . . from golf's only bus-
iness medium . . .

GOLFDOM

THE BUSINESS JOURNAL OF GOLF

407 S. DEARBORN ST., CHICAGO 5, ILL.
20 VESEY STREET, NEW YORK 7, NEW YORK

ALSO PUBLISHERS OF

GOLFinG

National Players' Magazine

The Story behind the story...



...is, simply, one of SERVICE...helping people to help themselves to a more comfortable, more meaningful life.

A 100% service editorial philosophy explains the growing number (now more than 4,250,000) and the intense loyalty of *Better Homes & Gardens* reader-families.

The same service philosophy—tailored to the specific business, home, family interests of the nation's best farm families—accounts for the stature and devotion *Successful Farming* enjoys among its 1,300,000 reader-families.

But, though we start with service to readers, that's not the end!

Service to *advertisers*, manufacturers, processors, wholesalers and retailers—in many lines besides home furnishings—can be measured at the point of sale. It explains the alacrity with which these groups participate in Meredith-initiated promotions, the enthusiasm they show for Meredith-sponsored ideas and events.

We're happy about our "double Dorothy Dawe." And, as America lives better today, we are proud to have played a part, editorially and in the market place, in these improvements in American family living.

Meredith Publishing Company

Des Moines 3, Iowa

Successful Farming, BH&G TIE for 1955 Dorothy Dawe Award!

Both magazines cited for
outstanding service to
home furnishings industry

CHICAGO—Breaking a 7-year precedent, the American Furniture Mart has given the 1955 Dorothy Dawe Award for distinguished editorial coverage of home furnishings to two winners in the magazine category. And both winners are publications of the same publisher!

Successful Farming is the only farm magazine to be honored in the history of the Dorothy Dawe Award. With this year's tie, *Better Homes & Gardens* receives for the third time the industry's top accolade for outstanding home furnishings editorial coverage.

In presenting the award, Neil T. Regan, Mart director of public relations and spokesman for the award committee, gave these reasons for choice of *Successful Farming*:

"Our first winner had a splendid year of over-all achievement in bringing news of home furnishings to a special readership group that has often been neglected in the past. Particularly significant was her technique of writing home furnishing stories in good taste, yet geared to the practicality of the needs of her audience. She consistently maintained her editorial emphasis on good home furnishings in general, not the tricky or the unusual and also made sure it could be obtained in the areas where her readers live. Her magazine coverage was one of a definitely superior nature.

"But that was not all. As she covered the market last summer, she prepared a script and pictures of this market coverage which extended the edi-

torial service of the magazine to 38 television and radio stations plus 20 newspapers, all in the magazine's circulation area. For this outstanding promotion topping her consistently thorough work in the past, the judges are happy to present the Dorothy Dawe Award to Betty Fisk, Associate Editor and Director of the Home Furnishings Department of *Successful Farming* magazine."

Mr. Regan cited these reasons for the award (for the third time) to *Better Homes & Gardens*:

"The story of our next winner is the story of growth. It is a magazine long a leader in the field of home furnishings, that has made such significant new progress as to merit this award. It has, for instance, a record of strong cooperation with stores and manufacturers and has just completed 10 years of special home planning center service which offers facilities to 92 stores. It cooperated with the entire industry at home fashion time, as many as 1500 stores ordering blowups of its cover to dramatize the occasion. Among its many special projects in the recent past was its ideas home of the year which attracted more than 2½ million visitors. Its gifts for the home at Christmas promoted nearly 4 million sales. Its themes are replacement buying, stressing of products available in stores across the country and action to get families to visit stores. The winner, Miss Florence Byerly, the magazine, *Better Homes & Gardens*!"

BUSINESS SUCCESS STORIES

(and how the telephone can help you write your own)



A Norfolk, Virginia, parts distributor now invites out-of-town customers to telephone their orders collect. In seven months, the plan has brought in \$17,798 in sales. Sales cost: less than 2%.



Representatives of a diesel engine company in Little Rock, Arkansas, make appointments with out-of-town customers in advance by telephone. Completed sales visits are up 20%.



The Chicago representative of fifty West Coast lumber mills uses the telephone to contact out-of-town customers and to follow up inquiries. In one year, sales have increased 65%.



A farm equipment wholesaler in Portland, Oregon, telephones out-of-town customers to thank them for their orders. Four of these calls, costing \$4.60, brought \$1180 in additional sales.

Whatever you make, whatever you sell, we'd like to tell you how the *planned* use of the telephone can save time and money in your business. Just call your Bell Telephone Business Office. A representative will visit you at your convenience.

BELL TELEPHONE SYSTEM



LONG DISTANCE RATES ARE LOW

Here are some examples:

New York to Philadelphia	50¢
Norfolk, Va., to Washington, D. C. .	70¢
Little Rock, Ark., to Dallas	\$1.00
Chicago to Pittsburgh	\$1.15
Portland, Ore., to San Francisco ...	\$1.30

These are the daytime Station-to-Station rates for the first three minutes. They do not include the 10% federal excise tax.

Call by Number. It's Twice as Fast.

LETTERS TO THE EDITORS

Can We Cure Merchandising Delinquency? For Management Delinquency: "Leadership" a la Prentis

Consider Our Blight

EDITOR, SALES MANAGEMENT:

There was one blight in your February 1 issue, a new batch of that misconception which is withering salesmanship, retarding buymanship and excusing today's merchandising delinquency — "Distribution Costs Too High?" (p. 30).

Distribution costs are not too high. Distribution waste is too high, and too excessive. More accurately put, Distribution Systems Are Too Low (not in cost, but in stature).

Discount houses and chain stores are pacing independent retailers. Manufacturers are going to new extremes to get orders. Advertising agencies are expanding into the distribution picture—at great cost.

Among the results of today's distribution trend:

1. Salesmen are being replaced by TV, giveaways, service men, display men, field men—and field manager-in-chiefs et al.

2. Today's manufacturer spends more time schooling his men in schemes to present special deals, special concessions and other special order-getting gimmicks than he spends teaching selling of the merits of his product.

Products of today's manufacturers are seldom individual, they tend to acquire the appearance and advantages of their competitors', further shrinking sales initiative and sales possibilities.

Distribution costs will get higher, not lower, until more consideration is given the consumer, and less neglect given to selling, instead of "bargaining" programs.

Ask yourself why so many factories are opening new retail outlets, why many retail outlets are combining and opening their own factory, and why so many wholesalers are buying up established retail outlets.

Elements of panic have been ingrained into today's distribution complication and it is high time we 'fess up and call it by its right name.

Humphrey Smith

Heydays Shoes, Inc.
St. Louis, Mo.

Surprise in Sales Management: Prentis on Leadership

EDITOR, SALES MANAGEMENT:

I have been a reader of SALES MANAGEMENT for several years now, and I feel that the most valuable single thing I have received from it was something I did not expect to find in a publication of this type. In your issue of January 15 you published an article—"Leadership: The Priceless Ingredient in Corporate Vitality" by H. W. Prentis, Jr. (p. 74).

I think this is one of the finest pieces on management's position that I have ever read.

Even in as small a company as ours, I feel that I can be a better businessman for the reading of this article.

Congratulations on widening your publication's scope to include this outstanding piece of inspirational and practical writing.

Sidney Clayton

President
Sidney Clayton & Associates
Chicago, Ill.

"handling people"

... This is a splendid article whose principles of human relations are applicable in handling people of any age.

Edwin E. Folsom

Agency Secretary
New England
Mutual Life Insurance Co.
Boston, Mass.

More "priceless" Prentis

... I would like to commend you on publishing H. W. Prentis, Jr.'s "Leadership: The Priceless Ingredient in Corporate Vitality." Even though I am bordering on a pun, "priceless" is the word for his article.

I have been studying the subject lately trying to find new and better approaches to give our company men

(continued on page 17)

"So who's uncouth?"

Even Sydney Harris hates the opera. And you know how I feel* about Sydney Harris!"



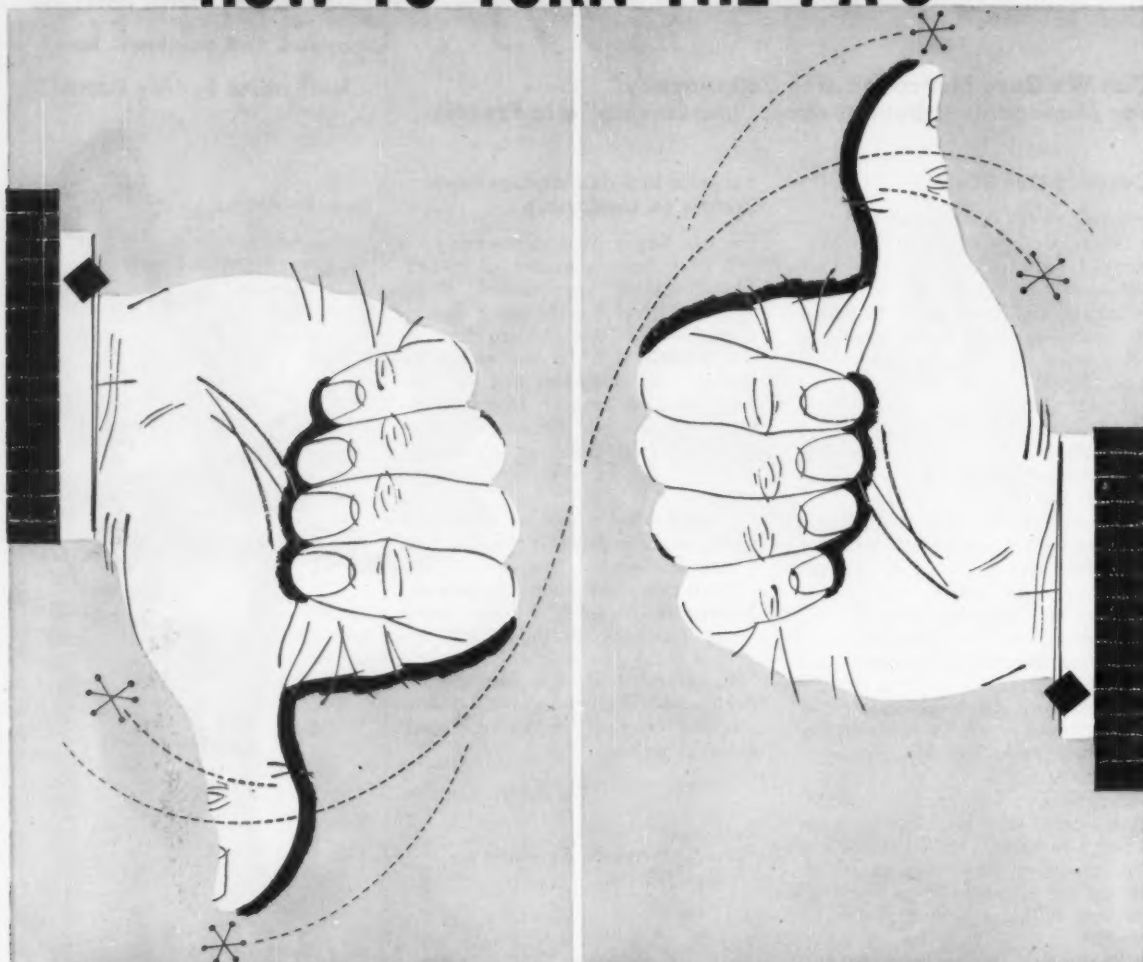
*Readers of the Chicago Daily News do feel strongly about Sydney J. Harris. They love him or they can't stand him. Applauded or assailed, the ubiquitous Mr. Harris writes his regular column, "Strictly Personal," as well as the drama reviews (hiss!) for the Chicago Daily News. And pulls in scores of letters a week (friend and foe). Yes, Mr. Harris is definitely one of the attractions which appeal to more than 600,000 Chicago families every day. He is, indeed, stimulating evidence that

THE CHICAGO DAILY NEWS

Chicago's Growing Newspaper

HITS HOME

HOW TO TURN THE PA'S



"THUMBS DOWN" INTO "THUMBS UP"

Is the Purchasing Agent turning thumbs down on your product? There's a good chance that the only trouble is faulty communication. After all, if he doesn't know how good your product is, and how dependable your company, *he isn't going to buy.*

Here's the simple remedy: make sure your salesmen and your advertising *both* sell the

PA. For he's the one man who's *always* in the buying decision.

The best advertising medium to reach industry's PAs is **PURCHASING**. It's the magazine with the largest available coverage of industrial purchasing executives...the magazine PAs rank *first* in usefulness among all industrial publications.

If you sell an industrial product . . . put **PURCHASING** power behind it!

PURCHASING MAGAZINE

205 East 42nd Street, New York 17, N. Y.

A basic magazine on any industrial advertising schedule!

A CONOVER-MAST PUBLICATION



LETTERS

a better foundation in management. This article tops everything, and is one of the finest, if not the best, I've seen. Believe me, too, I've read books and papers galore in the last two years. Mr. Prentis' down-to-earth concise presentation should go far to enlighten many on what their primary and even secondary duties and responsibilities are in this respect.

I've had the pleasure of addressing large industrial groups in the past on the subject of leadership, and if I do it again, I'm going to revise my speech to include some of Mr. Prentis' well-chosen words.

You favored me awhile back by publishing an article of mine. I wish now it had been of the caliber of Mr. Prentis' article. Let's have more of Mr. Prentis.

L. C. Johnston

Vice-President
Brown Fintube Co., Inc.
New York, N.Y.
(Home Office: Elyria, O.)

"ultimate goal has changed"

...It was very fine of H. W. Prentis, Jr., to take time from his Armstrong duties—or to use his spare time—to sit down and write such an instructive piece for the benefit of *all* business executives and to-be executives...

The rewards that would come to a man in the way of great and many friendships, and great and many feats of business good (which in final analysis is public good)—these rewards that are the fruits of being a *good* executive have been brought home to me as by no other article I have ever read.

I came to New York the first of last year determined—in time—to try to become the best advertising-and-promotion writer in the country. That was my ultimate goal. . . . That goal remains for me, but after reading Mr. Prentis' exposition of leadership, my *ultimate* goal has changed. This single article has led me to want to become a "very accomplished" business executive before I am done with this life.

William S. Power

Promotion Department
The American Weekly
New York, N.Y.

(continued on page 19)

If YOUR 1956 SALES OBJECTIVE is on this list, spark it with a BELNAP & THOMPSON PRIZE INCENTIVE PROGRAM. Write or phone for complete details today!

☐ REDUCE INVENTORIES

☐ SPARK SALES TRAINING

☐ PROMOTE SPECIAL DEALS

☐ INCREASE SALES CALLS

☐ INTRODUCE NEW MODELS

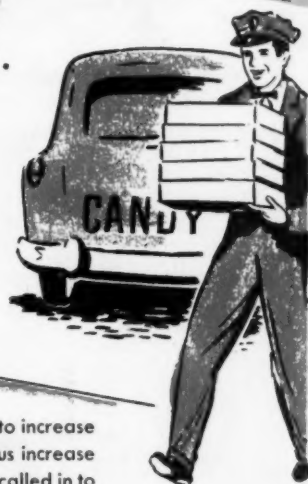
☐ WIN NEW CUSTOMERS

☐ BOOST OFF-SEASON SALES

☐ SELL THE FULL LINE

a Belnap & Thompson Sales
Incentive Campaign helped...

**SELL THE
FULL LINE**



Executives of a large candy company wanted to increase sales of slow moving items in the line—and thus increase production efficiency. Belnap & Thompson was called in to help develop an incentive program which would stimulate driver-salesmen to promote *all* of the company's products.

RESULTS: MORE SALES OF PRODUCT "A" RECORDED IN ONE WEEK THAN IN THE ENTIRE PREVIOUS YEAR.

Sales of ALL of the slower items in the line also increased for a substantial gain in total volume. Merchandise incentive programs make salesmen eager to sell—willing to trade extra effort for an extra share of better living!

Write today for your free copy of the new booklet, "How To Spark Your Incentive Power", a plan for adding POWER to your sales program.



SALES FOR SALE

Belnap & Thompson, Inc.

106 So. Wabash Ave. • Chicago 3, Ill.

A COMPLETE INCENTIVE SERVICE • 21 OFFICES COAST TO COAST

Visit one of our
Incentive Centers in


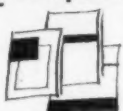
CHICAGO
Palmer House
StAtE 2-6181

NEW YORK
Roosevelt Hotel
MUrray Hill 6-4266

DETROIT
2930 W. Grand Blvd.
TRinity 4-3070

TORONTO
24 Milford Ave.
ROger 2-7375



There's really nothing complicated about good business advertising. You just take your best sales approach  and feature it in the publications  read by worthwhile prospects in your best markets, so that it reaches a lot of them all at once—and often.

The only thing that's complicated is finding out, in advance, which sales approach



will work best with the prospects most important to you in each separate

market...



Even that can be easy (for you) when you put our "ditch diggin'" sales investigators on the job to talk to your prospects and dig out the things they never tell your salesmen... what they really think about your products and your company... what they really want to know about products like yours.



Then, with much of the guesswork eliminated, we help you shoot the right sales message to the right bull's eye through

the right media. The Schuyler Hopper Company, 12 East 41st Street, New York 17, N. Y.

LExington 2-3135. "Ditch Diggin' Advertising that sells by helping people buy."

LETTERS

"best I have ever read"

... The article by H. W. Prentis, Jr., on Leadership is one of the best articles of this kind I have ever read. I am wondering if it is possible to get reprints of it and if so we would like to have 50 for distribution among our supervisory personnel.

W. H. Wiewel

Senior Vice-President
Crucible Steel Company of America
Pittsburgh, Pa.

► Reprints of "Leadership: The Priceless Ingredient in Corporate Vitality" by H. W. Prentis, Jr., Chairman, Armstrong Cork Co., are available at 50 cents per copy up to 24 copies; 35 cents per copy for 25-99; 25 cents per copy for 100 or more. Write for reprint #318 to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N.Y.

OHI: Lots of Shouting, Little Action

EDITOR, SALES MANAGEMENT:

The article in SALES MANAGEMENT describing what manufacturers were doing about "Operation Home Improvement" ("Home Improvement Firms Plan '56 Cleanup," December 15, p. 44) was a frequent topic in conversations at the OHI kick-off meeting in Washington recently.

This meeting, attended by 500 top manufacturing executives, bankers, trade associations, publishers and 45 Administration officials, pointed up the high degree of cooperative effort the OHI promotion has kindled. The consensus was that there is a lot of shouting, but little or no action as yet—and the SALES MANAGEMENT survey on "who's doing what" was often quoted as the evidence that comparatively little is being done so far.

At this date, [late January] no other magazine has published any similar round-up on what's going on—and the OHI activity promises to be one of the greatest industry promotions ever started.

S. J. Hoganson

Director, Research and Promotion
Practical Builder
Chicago, Ill.

MARCH 1, 1956

ATTEND

23rd ANNUAL

NATIONAL PREMIUM BUYERS EXPOSITION

MARCH 19-22, 1956
NAVY PIER
CHICAGO

... the hub of the
premium industry
SALES MANAGEMENT
EXECUTIVES

Come to NPBE to get
the best ideas avail-
able on increasing
sales of your merchan-
dise through the use of
premiums. For more
information and ad-
vance registration
forms write:

A. B. COFFMAN ASSOCIATES
10 West Jackson Boulevard Chicago 4, Illinois




THE FARGO FORUM

Covers A Major Market

- CITY ZONE
63270 population
(Fargo, N. Dak., and Moorhead, Minn.)
- ABC Trading Zone
203,804 population
- RETAIL SALES
268,076,000
- ABC Circulation
51,887

Write for Current Market and
Merchandising Information.

THE FARGO FORUM

Morning • Evening • Sunday
Represented Nationally by Kelly-Smith Co. and
Northwest Daily Press Assn.

FARGO, NORTH DAKOTA



New Home for Downstate Illinois' No. 1 Newspaper

Peoria Journal Star

TO BETTER SERVE YOU

... and more than 100,000
Peoriarea Subscriber-Families

Finest ROP FULL COLOR...

Reproduction EVERY DAY

New Goss 8-unit HEADLINER PRESS
featuring Hurlotron Electric Eye
and Goss Colotrol

Represented Nationally by WARD-GRIFFITH CO., Inc.

UNITED AIR LINES ANNOUNCES

A New Standard of Air Freight Service! In the latter part of April the first of five new DC-6A Cargoliners® will join the United Air Lines fleet. Added to the ten all-cargo planes we have now, these new DC-6As will increase our all-cargo space by nearly 70%.

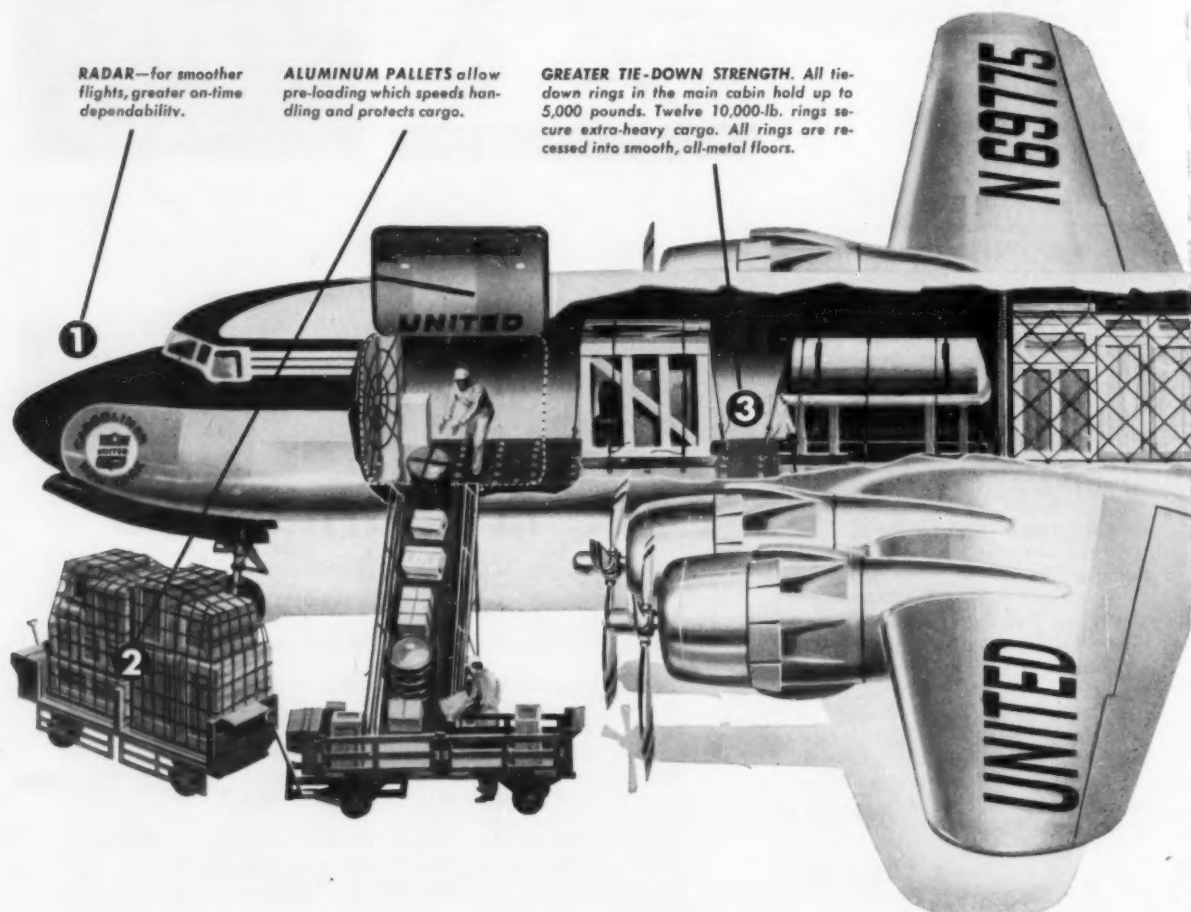
United's DC-6A Cargoliner is not only a new plane, it is a *different* plane. It incorporates many advanced and exclusive features. It carries up to 30,000 pounds of cargo, at a speed of 300 m.p.h. It ac-

commodates single pieces up to 76" x 81" x 115", and up to 8000 pounds.

In addition to this big and growing all-cargo fleet, you are also served by our regular Mainliners,® including United's DC-7s—which provide the nation's greatest 365 m.p.h. cargo lift. And from United Air Lines you get these exclusive "extras"—

Telemeter Air Bill. Special new equipment and United's vast communications system makes possible the handling of

Many exclusive features for greater



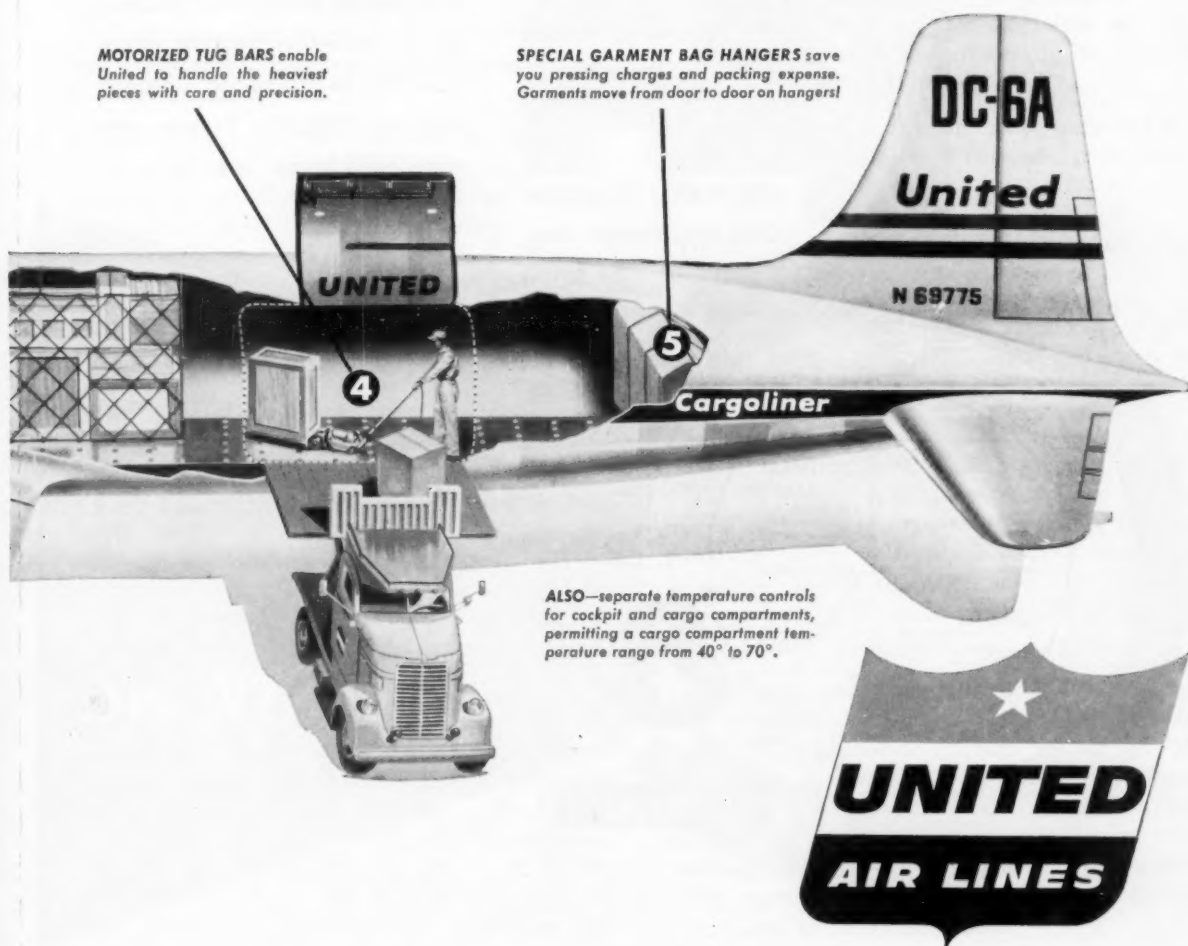
NEW DC-6A CARGOLINERS

complete air bills by wire. Advance notice of expected arrivals is possible now — while shipments are still in the air. This means the consignee can have pickup arrangements completed when the plane arrives.

Reserved Air Freight Space on All Equipment. An important United Air Lines exclusive. On request you can get advance reserved space on any United plane to any of the 80 cities on our route, and on connecting world-wide carriers.

These exclusives may seem like special handling to you—but they're just part of United's regular routine. Such service features plus the new DC-6As add up to just one thing: *A completely new standard of air freight service* for you. For service or information call your United Air Lines Freight Representative or write for new booklet on air freight tailored to your needs! Cargo Sales Division, Dept. B-3, United Air Lines, 5959 South Cicero Avenue, Chicago 38, Illinois.

shipping convenience, speed, protection





the key to selling

WGAL-TV

LANCASTER, PENNA.

NBC and CBS

Here's truly one of America's KEY markets—prosperous, diversified, vast. Buying the WGAL-TV Channel 8 Multi-City Market opens your way to 3 1/2 million prospects who own 912,950 TV sets, who have \$5 1/2 billion to spend.

STEINMAN STATION
Clair McCollough, Pres.



CHANNEL 8 MULTI-CITY MARKET

REPRESENTATIVES:

MEEKER TV, INC.

New York
Chicago

Los Angeles
San Francisco

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

A LISTENER GUARANTEE is now being offered to network radio advertisers by the Mutual Broadcasting System. Under the plan, the advertiser has everything to gain, nothing to lose. Here's how it works:

A company will choose the way it wants to advertise—a Mutual-produced program, its own show, spot, etc. It will indicate when it wants to advertise—the hours, the days; how much it wants to spend over what period of time. Mutual's research department will look over these factors, then, based on its experience and judgment, will give the advertiser a guaranteed cost per thousand listeners per commercial minute.

If the network should fail to deliver this minimum, based on Nielsen reports, free additional commercial time will be allotted to the advertiser to bring the audience up to the specific guarantee.

If Mutual is successful in this, it will be giving a guarantee to the advertiser that at present is not granted by any other medium. Print media guarantee circulation, not readers. Other radio networks and TV cite the ratings, but they make no guarantees.

Says Harry Trenner, Mutual v-p of sales, "Radio must take its place alongside the other stable media on a statistical basis." Apparently, Mutual will go **beyond** the other media. Trenner also states that he hopes other networks will follow Mutual's lead because "with a good business floor under radio, more businesses will give it consideration as an advertising medium."

MINNESOTA'S FOR SALE, said the governor of that state when he made a tornadic trip to New York in the interest of luring business to the Gopher State. Gov. Orville L. Freeman, on a two-day tour, talked to businessmen, financial editors, the Society of Security Analysts. He appeared on network radio, TV shows and gave magazine interviews. The

state now has a traveling public relations man who will spend full time getting businessmen to listen to the Minnesota story.

TWO WAYS OF LOOKING AT IT. The nation's unprecedented consumer debt is so controversial that the arguments on whether it is good or bad are getting ridiculous. **Says one pessimist:** "Buy-now, pay-later Americans currently owe more than three times the amount of money it took to run this country during its first century and a quarter!" **Says one optimist:** "What's so unwieldy about our consumer debt? Every two-dozen working days Americans earn enough money to pay it off!"

Both the pro and the con are talking about the \$33 billion that consumers have borrowed from tomorrow to live well today.

CURBS ON MANUFACTURERS in their dealings with dealers may be a direct result of the recent Congressional investigation of the auto industry. Legal restraints will come—if they do—not from the federal government, but through the states.

The New York State Auto Dealers Association is currently drafting a bill which it hopes to present to the legislature, calling for compulsory registration of auto manufacturers in New York. The proposed law would act to prevent auto makers from "coercing" dealers to accept unwanted cars and equipment under the threat of abruptly terminating their franchise agreements.

Such a bill, if passed, could lead the way to further regulation of manufacturer-dealer relationships—both inside and outside the auto industry. In the extreme, it could lead to 48 different types of contracts—tying the hands of manufacturers in conducting nation-wide promotions and product introductions. Further, with the state acting as a third party, it could prevent or delay a firm from disfranchising an ineffective dealer.

Significant Trends (continued)

THE CASE FOR A FULL LINE was forcefully presented by John W. Craig, vice-president and general manager of the electric appliances divisions of Westinghouse Corp., at a recent national meeting of appliance dealers. Said Craig:

Out of 2,726 makes of automobiles sold in the United States during the past half century, 50 remain. Nineteen of these survivors are American; 14 are produced by three giant corporations that do 90% of the nation's car business.

In 1946, there were 26 independent home laundry manufacturers, of which 10 sold out, eight liquidated, leaving eight, of which four are reportedly now "for sale."

There were close to 100 TV manufacturers following the war. There are now about 50 . . . and it is freely predicted the number will drop below 35 . . . During the past few months, three well-known names have been discontinued and a fourth has been sold.

The handwriting is on the wall, and an irresistible trend is in motion toward **fewer, but larger** over-all full-line manufacturing companies.

Craig gave seven reasons for the trend toward full line and consolidation:

(1) Government regulations, new processes, new products, shifts in the buying public's taste can conspire to make obsolete any one item overnight. It is certainly more prudent to diversify . . . to hedge . . . to spread the risk.

(2) To manufacture at competitive prices, a manufacturer must have huge amounts of capital to invest in manufacturing and engineering facilities. For example, Westinghouse has in the past five years invested \$430 million in **new** factory and production facilities.

(3) The full line permits the manufacturer to even out the peaks and valleys of seasonal production.

(4) The full line enables the manufacturer to provide his distributors and retailers with mixed car-load shipments.

(5) A full line enables a manufacturer to spread his promotion and distribution costs over 30 to 50

products instead of just two or three. There's a bonus "rub-off" from one good product to another.

(6) The full line enables a manufacturer not only to spend more for research, but to realize cross-benefits from one product to another. Research now going on in the atomic field may show an entirely different method of preserving foods.

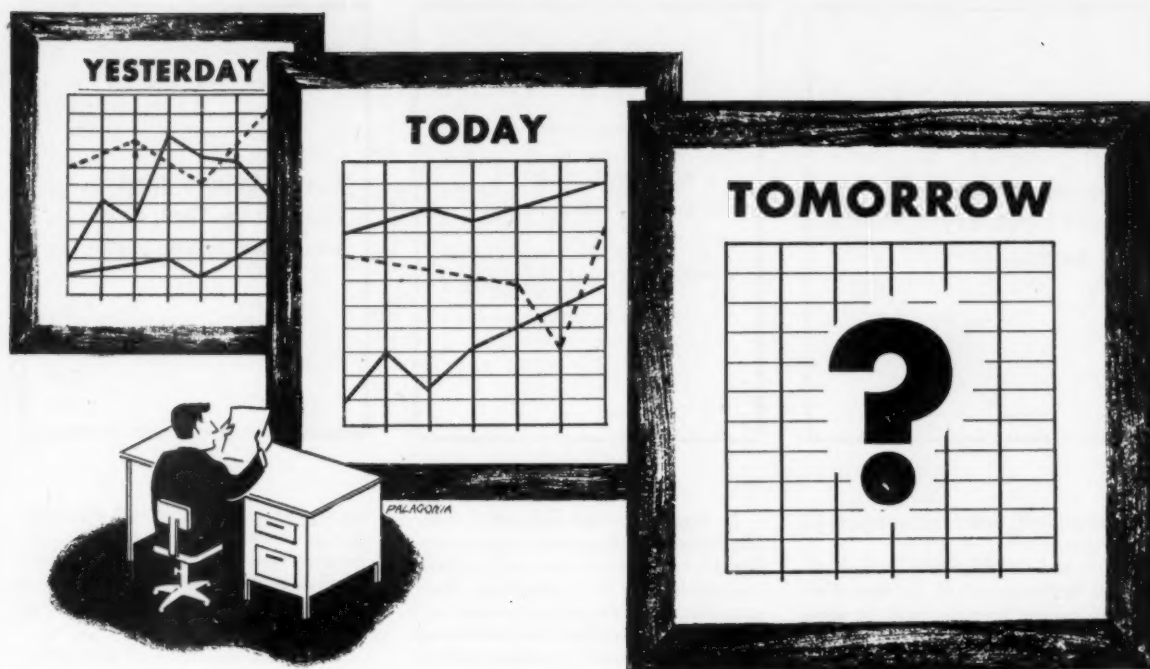
(7) The full-line manufacturer is important in today's picture because of his appliance service organization. To finance such a service organization, a manufacturer must have full-line volume.

Craig did not offer a solution for the small independent manufacturer without Westinghouse's resources. However, a new development in the appliance industry might indicate an answer:

The Duncan Hines organization is reported to be experimenting with lending its name to products of several manufacturers. Possible result: With a few modifications in product design, small appliance makers could benefit from a concentrated promotion under the Duncan Hines name. Dealers could carry a full line of what would appear to be a single brand. Savings on promotion alone could help to make prices more competitive.

A \$17 BILLION INSULT to salesmanship is one way to look at the 6.2% of disposable income consumers socked away last year. According to "The Wall Street Journal," a speed-up in savings began in the last three months of 1955, indicating that despite record end-of-year sales consumers could have been persuaded to spend more. "Money in the bank" is expected to gain even greater popularity with the average family this year . . . unless it can be convinced that your product or service is even more desirable than money.

TEEN-AGERS HAVE EVERYTHING these days, thanks to doting moms and pops and salary-size allowances. In fact, it's hard to think of a contest prize short of a Jaguar that would excite their interest. However, Velveeta (Kraft Foods Co.) has come up with a real bell-ringer. Its contest prize is something every blue-jean-clad youngster would like and which very few have: a private telephone! Velveeta will pay the bill for a whole year.



Sharpen up Your Forecasting!

As business expands, the cost of mistakes chargeable to poor executive judgment runs into big figures. Here's an A-B-C approach to the job of setting up a sound forecast which managers can use to minimize danger of error.

BY JACK L. DAVIES • McKinsey & Co.

Whether an "off-the-cuff" hunch or the product of higher mathematics, *some* kind of forecast is always the basis for top management planning.

The problem is not "Shall we forecast?" but "How well shall we forecast?" Forecasting is not yet a precise science. In almost every case, demand is such that the forecast must be continually reexamined and updated to be most useful.

Good forecasting results are not achieved in many organizations, for one of these three reasons:

1. The nature and scope of the forecast is poorly defined.

2. The preparation of the forecast itself is not carried out thoroughly.

3. Not enough responsibility is attached to the job of forecasting.

Examine these important areas in the light of your own experience and, more important, in relation to your current planning.

1. Fully define the nature and scope of the forecast. You must have a clear objective if the forecast is to be useful. We need to understand exactly what we want to know. For instance, are dollar or unit sales involved? Or both? Is the geographic

distribution of sales important? Should the forecast be developed by channels of distribution? Are separate figures required for Government and commercial business? Are industry breakdowns of any significance? Are seasonal trends important?

Example: A steel fabricator had been relying on estimates of total estimated private construction as the basis for predicting his sales volume. But when he dug deeper into his requirements he saw that he really needed data on only two industries—petroleum and food—and these, by specific geographic areas, really meant something.

Careful consideration should be given sources both within the company and outside who are qualified to discuss demand outlook and related trends. Thorough study of statistical sources usually reveals data that can be used either directly or indirectly. Statistical series released by Government agencies, studies by the Bureau of the Census or the Department of Labor, and surveys by trade associations are good sources. Special review issues of leading business publi-

How far ahead
should you try
to forecast?

To work out a good
forecast, what do
you need from
company records?

Where do you find
the facts that are
your raw material?

cations are still other useful points of departure.

In the course of defining your scope, it will be necessary to sharpen your understanding of what will be done with the results of the forecast. Then you will be better able to describe the detail required. For instance, a producer of a commodity such as sugar or salt will find a projection expressed in tons of product sufficient for *longer-term* thinking. Because of merchandising and packaging considerations, however, such a forecast would probably not be useful when the estimate involves *near-term* considerations.

Specifications for the forecast should include a decision as to the time span required. One heavy industrial producer finds it essential to project demand three ways: (1) in broad terms for a 10-year period for financial purposes; (2) projections covering an 18-month period in considerably more detail, as the basis for production and market planning; (3) 90-day projections for every sales district in the country, providing basis for current scheduling and control of sales effort.

No time span satisfies all needs. In each instance, the length of the projection is tailored to satisfy the particular management problem. This decision should be made carefully. The "10-year look" may be very much in fashion but in many situations is a useless and misleading luxury.

As a final step in defining the nature and scope of the forecast, you will find it useful to try to evaluate what it will do for you. You may determine that a good forecast will assist in controlling production costs by permitting better scheduling or in reducing inventory expenses or in gaining more from your advertising dollars.

2. Make thorough preparation for the forecast. Almost any organization should be able to turn in a fairly creditable job of forecasting. Basic market data are more often available than not. The techniques of forecasting are fairly well developed and are constantly being improved.

In most instances the first step will be the preparation of as complete a description of current demand as possible. A valuable and often overlooked aid in this work is the company's own sales records. Invoices or salesmen's orders can be utilized to segregate sales by geographic area, by distribution channels, by end users, by product, or by whatever other classification may be useful. If not a part of present procedure, consideration should be given to providing a means for readily developing these facts from routine records.

Inadequate Facts

A good illustration of this opportunity arose during the analysis of sales for a long-established and successful manufacturer of textile and canvas products.

The company's business was divided into three major product lines. Rather complete detail was available on the first of these, which represented about 50% of the company's business. Because of this detail, it was possible to determine which individual products were responsible for a decline in the total volume contributed by this part of the company's business.

Sales for the other two lines were reported for the entire company as one total figure without any breakdown as to sales territory or individual product volume. These two lines appeared to be in good shape, for the sales curve (insofar as the total showed) reflected a steady in-

crease. Nevertheless, it was suggested that an analysis of the totals be made. No provision existed for making these detailed breakdowns, however, and a laborious examination of old invoices was the only approach.

The labor was fruitful since it became apparent that certain products within these over-all groups were declining dramatically in sales, whereas other products had enjoyed offsetting increases. Management was now in a position to take corrective action to stem the tide of poor performance on some products, and to capitalize on the growing demand for others. The incident gave management the incentive to provide for a continuing study of sales statistics.

With a thorough analysis of your own sales distribution and a review of available statistical resources, you are in a position to set up a preliminary estimate of current demand and your relative share.

Next, it is useful to check these important basic assumptions with a series of field checks in important user markets. These can be carried out by independent organizations or by members of your own staff. The objective will be to corroborate, by selected interviewing, your estimate as to the share of a particular market's business you enjoy. Carefully executed, these spot checks serve to support or raise questions on the basic market position previously developed.

Once this is done, you can undertake to project future demand. Several approaches should be used in arriving at the estimates to verify and cross-check the reasonableness of the judgment. Further use will be made both of statistical methods and information developed through field interviewing. Sources of data should always be carefully examined to evaluate their objectivity and validity.

What is the biggest source of error in forecasting?

How do you keep a forecast abreast of changing market conditions, new developments in your own company, new competitive activity?

What can you do to impress those responsible with the importance of the forecast?

Use of invalid data (or at least unvalidated data) ranks high in the list of factors contributing to poor results. Critical study should be made of the basis and source of information used and care should be taken to avoid reliance on individual experts.

A large industrial organization recently planned construction of a new facility involving investment of over \$1 million to serve a growing part of its market. Estimates of product demand were based on the opinions of the division manager responsible for production and sale of the product. No independent research, either statistical or by interview, was undertaken. The board of directors had approved the project and work was well into the contracting stages when it was discovered that market demand was swinging to preference for a product produced by an entirely different process. The facility would be noncompetitive within a relatively short time. The division manager's estimate of demand was found to be substantially optimistic. Routine and early evaluation of the data would have indicated the need for reference to other sources.

This instance points up what is probably the major shortcoming in development of forecast statistics — lack of cross-checking. Even where source data are considered valid, cross-checking should not be overlooked. The extent of this work will, of course, depend on the importance of the forecast and its ultimate use.

Two steps are recommended as a means of reducing the margin of error in your projection. First, the simple expedient of checking the outlook picture you have developed against the pattern of historical experience. Does the picture seem "logical?" Are there important assumptions which do not, in the light of past experience, seem

reasonable? You will not want merely to extend lines from historical trends, but it does seem prudent to check your description of future demand against the boundaries of fact as you have known them in the past.

Then, a most essential step in the forecast may be the evaluation of potential competitive reactions. This need is the one perhaps most commonly overlooked. Depending on the significance and importance of the forecast, ask a number of "what if" questions. What if competition took steps to overcome certain advantages on which you have placed great reliance? What if a potential geographical shift in the market actually took place? What is the likelihood of these developments, and what is the potential impact on your demand? In a nutshell, do not overlook or underestimate the effects of future competitive activity.

Several Estimates

In forming a picture of the potential market for a new agricultural implement, one company found it could develop, and cross-check, three different estimates of demand: (1) The ratio of sales to the sales of other major farm implements was available as an estimate prepared by a leading businesspaper; (2) demand was related to the number of farms of a certain size known to be prospective users of the implement; (3) an estimate was made based on crop acreage where the implement was most widely used. Steps two and three combined field interviewing and use of Department of Agriculture figures.

In other instances projections based on per capita consumption can be checked against demand forecast developed from specific industry consumption rates, and so on.

In any case where the forecast is vitally important, reliance on statistical projections alone is dangerous. Field checks should be made in key markets to add further weight to findings which have been developed by the multiple approach in statistical research. These field contacts will not only verify assumptions made in the statistical work, but will be helpful in checking company estimates as to its share of a given market. These checks further tend to uncover any important trends which may signal shifts from historical patterns.

After the forecast is planned and developed, two warnings should be heeded to make the results completely useful to the organization. First, since the forecast itself is based on conditions of changing market demand and competition, the figures should be periodically reappraised, revised and updated in the light of new developments. Second, this means that collateral plans stemming from the basic forecast should be set up in a flexible fashion. Adjustment can then be made as the need arises.

To assist in this reappraisal, significant factors underlying the forecast should be highlighted and arrangements made for "warning devices" to call attention to significant deviations from the conditions foreseen in the original forecast.

A valuable means of supplying these warning signals can be developed as a part of the salesman's call report system. A major producer in the metals field provides a simple method for salesmen to indicate trends by checking answers to significant questions developed during every sales call. Data are then available to provide management with an awareness of the sentiment within the trade on such important matters as outlook,

(Continued on page 86)

Millions of Fords in His Future...

... and millions in his past. For Charles R. Beacham (right), who's the new Ford Motor Co. general sales manager, began his career, making Ford sales wheels go 'round, 30 years ago: He recently was honored for three decades of service to the company. (That's Richard Healy, chairman of the company's New York-New Jersey Community Relations Committee, pinning on the gold medal.) Until recently Charlie has been manager of Ford Division's Northeast sales region with headquarters in New York. But his early days with the company—since he's a McRae, Ga., boy who's never quite lost his soft drawl—was in the South. He began as a traveling representative with headquarters in Jacksonville. Until '36 "Jacks" was his base. He was assistant manager when he was sent to Norfolk. But two years later Ford sent him back to Jacksonville as manager. When Ford set up its first regional sales organization in '44, he became the Southeast regional sales manager. This was the spot he held until '53 when he became regional manager at New York with responsibility for sales in the New York-New England area. Everyone likes Charlie. A stocky, smiling guy, he knows how to sell and he's helped many a fledgling develop his sales wings.



"Comes a Time to Taper Off" But Retire? "What a Waste!"

Are top executives happy when they retire? Most aren't, believes Clarence E. Eldridge. And he resolved not to fall into that Slough of Despond which trapped many of his contemporaries. So here he is, at an age when most marketing executives are retiring, starting a new career. Having until recently been v-p, marketing, and executive v-p of Campbell Soup Co. (he helped Campbell launch its frozen line), he's "retired" by joining George Fry & Associates, Chicago management consulting firm, as a v-p in the New York office. He'll specialize in his subject—marketing problems. "There comes a time when a man should ease up on exacting demands. The time came to me. But I didn't want to retire. I owe a lot to marketing and I want to keep my finger in the pie." Neither will he be chained to a desk. "I'll work almost on a project basis." Eldridge, who's widely known in marketing circles for his classic "Eldridge Plan of Marketing," was, last year, named one of the top 10 advertising and marketing "Men of the Year." As a sideline he runs a dairy farm in New York and a 2,000-acre citrus and ranching operation in Florida. Viva "retirement!"



THEY'RE IN THE NEWS

BY HARRY WOODWARD



The Man in the No. 2 Spot At Business Week...

... is, invariably, the first man at his desk in the morning. For a driving, exacting ("but fair-minded," says an associate) young man named Bayard E. Sawyer has just been named associate publisher of *Business Week*. "By," as he's called, started with McGraw-Hill by being hired sight-unseen: He was in Panama at the time, applied for a job with *Power* which sent him raw material and a notation to "write it in three styles." He got the job. By Sawyer was born in Manila, has lived all over. (His mother is employed by United Fruit on one of its plantation operations in Colombia, S. A.) But young By was sent back to the states to prep school, later won his B.S. at Purdue. On *Power* he was first an editorial assistant, then sales promotion manager. After service in the Navy he came back to McGraw-Hill, worked for the chemical magazines as advertising manager and advertising director. In '55 he moved to *Business Week* as advertising director. He's house-happy at the moment: moving into a new one in Jersey and restoring an old one in New Hampshire. The large, juicy steak hanging heavy-over-his-head was a gift, to go with a set of steak knives, at a McGraw-Hill surprise party in his honor.

Salesman's Stake in Cost Reduction

If you aren't the first to suggest ways to make the customer's product at lower cost, often with higher quality, and with greater ease of use, your competitor will be.

BY PAUL V. FARRELL • *Managing Editor, Purchasing Magazine*

Bigger volume and income will be the reward of the salesman who understands an important new industrial purchasing technique.

This buying method, rapidly gaining favor throughout industry, is variously known as value analysis, purchase analysis, or purchasing research. It is now being used in purchasing departments of progressive manufacturers of all sizes. In every case, supplier cooperation and assistance—through you, the salesman—is an indispensable part of the program.

Value analysis, to use the most widely accepted term, is simply the questioning of every aspect of every part or product, before it is bought, to see where unnecessary cost can be cut out. As Larry Miles, head of General Electric's value analysis section, says, "It's paring costs without impairing

quality." The analysis includes the part's function, design and construction, the material it's made of, the quantity it's bought in.

Most companies strip down their end product, whether it's a radio or a refrigerator, to the very fasteners that hold it together. Then buyers and value analysts, working with other departments and with their suppliers, analyze every part for value.

A typical set of questions, used by G-E in its value analysis program, accompanies this article. Questions of a similar nature are being asked by purchasing department analysts in such companies as United States Steel Corp., Ford Motor Co., Westinghouse Electric Corp., Caterpillar Tractor Co., The A. C. Gilbert Co., Carrier Corp., The Bristol Co., and hundreds of others.

Where do you fit into this value analysis picture?

The answer is found in the timeless axiom, "When you help your customer, you help yourself." You can take the basic principles of value analysis and apply them to your own selling efforts. You can set up your own "tests for value"—like the questions shown here—and be ready when your customers and prospects ask, "What are your suggestions for helping us reduce costs?"

You have to understand the fundamental ideas behind value analysis, of course, to work intelligently with those companies that use it now. But your greatest opportunity, perhaps, is in bringing the value analysis theory into those purchasing departments that haven't got around to practicing it. You can be the pioneer in value ana-

P.A.'s Are Asking these Questions About Products They Buy

1. Does its use contribute value?
2. Is its cost proportionate to its usefulness?
3. Does it need all of its features?
4. Is there anything better for the intended use?
5. Can a usable part be made by a lower-cost method?
6. Can a standard product be found that will be usable?
7. Is it made on proper tooling, considering quantities used?
8. Does material, reasonable labor, overhead and profit total its cost?
9. Will another dependable supplier provide it for less?
10. Is anyone buying it for less?

(Source: General Electric Co.)

lysis in many companies, and you can rest assured you'll always be welcome where you have helped in cost reduction.

Andy Kennedy, recently named general manager of purchases for Westinghouse, summed up the P.A.'s reaction to cost-cutting advice from the salesman this way:

"When he analyzes requirements and specifications, checks machining methods, and uses his knowledge to minimize your cost, he is contributing to your profits. He's earned a place, and is going to stay as long as he is competitive."

In growing numbers, leading companies are calling in their suppliers for conferences with engineering, production and purchasing people for a joint drive on costs. Some firms call them "cost reduction clinics," others call them "value analysis seminars." Whatever the name, the big point is that suppliers, and their salesmen, are being looked on as *partners* in these cost reduction campaigns.

At a recent meeting of this type held by the York Corp., H. L. Consley, director of purchases, asked 44 vendors some searching "value analysis questions" about their products, covering better materials, lower cost design, standards, lower prices.

If this is what industrial buyers demand today, imagine what it will mean to the salesman who can walk into a purchasing department with the



SALESMEN ARE EXPECTED to be creative on their calls at the Aircraft Accessories Division of General Electric Co. This display was erected in the lobby and contains parts of GE's turbo hydraulic pump.

answers to these questions *before* he has to be asked!

That salesman is the one the pur-

chasing agent is looking for, and the one who is going to get the order.

The End

So . . . Salesmen Should Ask Themselves These Questions

1. Do I know exactly what my customer makes and precisely how he uses my product?
2. Can my product be used as a standard part on a number of my customer's lines, thereby reducing costs?
3. Am I able, and willing, to show my customer how to cut costs by eliminating unnecessary features of design or quality in the items he buys from me?
4. Do I know enough about my own company's capabilities to bid on additional business that may be going elsewhere because the P.A. "didn't know we made it?"
5. Do I know enough about the design and manufacture of my competitor's products to suggest to the P.A. an alternative that would be cheaper and still give the same performance?
6. Do I know enough about the design of my own product to justify all its features? If they're not justified, do I have the courage to beat the P.A. to the suggestion that the part be simplified?
7. Have I kept myself informed on latest manufacturing processes and materials so that I can intelligently discuss changes and substitutions with the P.A. and his engineers?
8. Do I keep a constant check on how we package and handle our product to see if it can be done more cheaply and efficiently?
9. Do I aggressively promote the idea of yearly or blanket orders that reduce purchasing agents' administrative costs and give them a better price on volume purchases?
10. Am I completely satisfied that we are offering the purchasing agent the best possible price on our product?



AFTER A BUSY DAY as a district sales manager for American Airlines, Dick Fitzpatrick heads for his private

swimming pool. There, with his family, he forgets the worries of the day, sleeps well at night, wakes up fresh.

You Can Get Rid of Job Tension!

Do you habitually take your business worries home with you?

Do you resort to sedatives to get a good night's sleep?

Do you catch yourself being edgy with your associates?

Do you often feel woolly-headed when you encounter a tough business problem?

Have you forgotten how to enjoy your family?

If you must answer "yes" to any of these questions, you're too tense and too tired, and you're moving in the direction of a health crisis. Read this story about one man's conquest of job tension . . . and try to take a lesson from it.

BY RICHARD FITZPATRICK
District Sales Manager, American Airlines, Inc.*

In the next four years that will round out the fifties, we sales managers will find ourselves in the most competitive market we have ever experienced.

The pace of business has accelerated, the degree of competition is directly related to the growth of business, and in a boom period the pressures on everyone are more intense.

Successful control of the market situation in which we find ourselves makes sound planning and its execution more important than ever.

Planning and carrying out of plans is accomplished only by human beings, beings both fallible and perishable. May I suggest that it is time to start looking at the individuals in our organizations on whom final responsibilities fall?

When I say "final" responsibilities I am not thinking only of a few key individuals at the top. As business

*Los Angeles, Calif.

and society in the United States are constituted, there are many levels of "final" responsibility, from the President of our country and the presidents of our business organizations down through divisions, departments and branches. At countless points, some responsible individual must live with the multitude of problems stemming from constructive and competitive programs that keep the total activity in motion.

Each of these individuals, every day, every working moment, is called on, to give more than he has been giving. Further, each one is expecting more of himself than he has yet achieved. If this were not so, he would not have reached a position of responsibility in the first place. It all adds up to increased tension.

This applies to any executive. But since I am closest to sales management, let us concentrate on that. Any sales manager who does an outstanding job uses up in the course of his activities a tremendous amount of nervous energy. He lives with the challenge to be continually alert, prepared for any development. The problem is snapped to him and he must be on his toes and ready with the right sales solution.

Constant Stresses

An athlete is called on to do his physical utmost only for the period of a game and only for a short season of the year. The business executive is required by his function and position to be mentally active all the time, all year through, year after year. He has tiring mental stresses as the athlete has physical ones, the same demand on him for peak performance, the same demand for full utilization of trained faculties. The difference is this: It is taken for granted that the athlete cannot continue to do his best without periods of relaxation and renewal.

Doesn't it follow that, somewhere along the line, the businessman's faculties must be rested and recharged if he is to give the best of his potentialities?

Some men—and this article is not for them—have had the capacity to let down from the start of their careers. They are the most successful ones. They can relax on the job, so to speak. You may have met such a man. Whenever there is a lull in a busy day he can shed his cares and absolutely relax body and mind. Some consciously take five minutes every so often, completely detach themselves from their concerns and find inner renewal.

Others, like myself, are compelled

to learn these lessons through hard experience. It takes practice. But I can testify that it is possible to get into a taxi—instead of driving one's own car—and during the five- or 10-minute ride to an appointment relax and become the loosest thing this side of a bucket of spilled ball bearings.

Not so long ago I was one of those who find it a problem to go at full mental speed throughout the business day (often a much longer day than eight to five) and then suddenly to shift mental gears from the activities and pressures of the job to the atmosphere of the home and the hours of leisure. Like many others, impatient to see solved or accomplished the never-ending, time-consuming problems and details of the day, I would take it all home with me . . . not necessarily in the brief case, but in my inability to let go and let down.

Yes, I have a hobby, a delightful, absorbing one—woodworking and furniture building. If I say that this proved only a partial solution to the problem of relaxation and recharging of the faculties, it is not to minimize the enjoyment and benefits of such a hobby. It does take you mentally away from many of the tensions of business. You can do some of your best thinking over a plane or a saw. Practically all my work is done with handtools. My shop is equipped with power tools, but I find more pleasure and relaxation using my collection of cabinetmaking tools—most of them over a hundred years old. Quite apart from the pride of workmanship, hand tools give a satisfaction and change of pace not found with a power tool screaming at thousands of revolutions per minute.

Empties the Mind

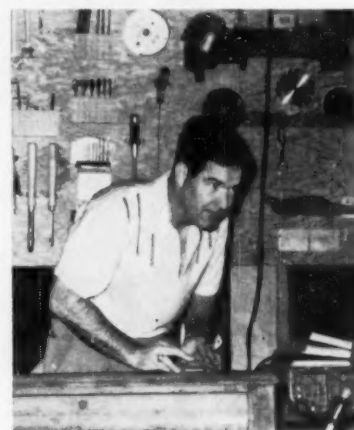
But this hobby was only a partial solution to the fundamental problem of achieving the complete detachment necessary for recharging and renewal precisely because it is such an aid to mental activity. The businessman needs periodically to empty his mind of his problems for complete rest. Not to think at all. I discovered this, paradoxically, only after I had done it.

Here's how it came about:

My wife, Peggy, is an expert swimmer and water ballet artist; my two youngsters, Chris, six, and Cathy, seven are accomplished swimmers. For some time I wanted to give them a pool so that they could enjoy this healthy exercise and water play at home. Last May we installed a pool at our home in Menlo Park on the San Francisco Peninsula. I did not anticipate using the pool much myself except, perhaps, to entertain



HAPPY WHEN WET. Fitzpatrick's business world fades as he prepares for an evening dip in his backyard pool. His family joins him.



OTHER INTERESTS, such as restoring old furniture, help detach Fitzpatrick from his office problems. He finds hand tools relaxing, planing fun.



AFTER SWIMMING OR "relaxing" in his workshop, Dick sacks out on the bed, watches fights on TV. The headboard holds remote TV tuner.



**your star
salesman ...but he didn't
stand half a
chance!**

A one-out-of-four chance of getting the order is the best your man can hope for every time a ready buyer has immediate access to competitors' catalogs, *and not to yours.*

Buyers use catalogs to sift suppliers and decide whose salesmen to call in. Invitations to call improve a salesman's chances of getting the order by 317%. Research in industrial selling proves this.

If your catalog isn't working for your salesmen as widely and as frequently as you planned it should, too much of the business they *do* get is costing you too much:

cold calls produce 9.2 orders per 100 calls at an average cost of \$187.39 per order

calls by invitation, after prospects have studied a catalog, produce 38 orders per 100 calls at an average cost of \$44.89

These stark facts make the questions in the checklist opposite very important ones for you to answer...no matter how effectively you may think your catalog is working for you now.



Sweet's Catalog Service

a division of F. W. Dodge Corporation

119 West 40th Street, New York 18, N. Y.

How effective is your catalog procedure?

Careful answers to these questions will tell you. A "no" to any one of them is good reason to review your entire catalog program.

1. Do you have a tested system for making sure your catalog reaches the important buying influences for your products...in the companies with volume buying power?

yes ☐ no ☐

(Sweet's market-specialized Catalog Files are distributed to the companies that have over 80% of the total buying power in the industries these Files serve. Individuals who receive them are continually checked for their buying influence.)

2. Does your present system provide for the immediate distribution of your catalog to every good, new company that comes into your market?

yes ☐ no ☐

(With daily access to Dodge reports on new plant construction, plus continuing market analysis and field research by its distribution staff, Sweet's spots potential new sources of business immediately; distributes appropriate Catalog Files to them as soon as their buying power is known and qualifies them.)

3. Do you know how many of the men who have received your catalog have kept it, and have filing systems which make it easy for them to find and use it?

yes ☐ no ☐

(Catalogs bound, indexed, and distributed in a Sweet's File are always easy to find, cannot be misfiled or lost.)

4. When your customers and prospects want to compare products, preparatory to calling in possible suppliers, does your system make it reasonably certain that your catalog can't be overlooked?

yes ☐ no ☐

(Sweet's binds the catalogs of comparable products next to each other, indexes each one for easy reference. This minimizes the chances that any suitable product cataloged in a Sweet's File will be overlooked when ready buyers are searching for the answer to a need.)

5. Are you sure that all of your important customers and prospects have your current catalog?

yes ☐ no ☐

(Sweet's distributes new Catalog Files each year. Every user of a Sweet's File is therefore certain that each catalog bound into his Sweet's File provides him with the up-to-date and correct buying data upon which he can rely.)

6. Has your catalog been prepared to give your customers and prospects exactly the kind of buying information about your products that they should have...and will it logically lead them to take the next buying action you want them to take: call in your salesman or distributor; write to you; or specify your product?

yes ☐ no ☐

(Sweet's has been designing and producing market-specialized, action-evoking catalogs for fifty years...has had notable success in doing so...designs and produces more manufacturers' catalogs, by far, than any other company in the world.)

There is a Sweet's Catalog Service office near you. A call or letter to any one of them will bring you prompt and thorough help in making sure your catalog...its design, production, and distribution...results in more orders for you at the lowest possible cost.



guests or business acquaintances on week ends. I was happy to know that my family, 10 months of the year, four or five times a day, was using the pool and living around it. I had work to do, sales to worry about, problems to think out. If I had difficulty relaxing, sometimes toyed with my meals, occasionally awakened at nights, those were occupational hazards endured by most other busy men caught in today's commercial pressures. Grin and bear it.

But a swimming pool was to teach me differently, and it has been one of the real lessons of my life. In order to spend some time with the children, I began swimming with them at night when I got home. A good portion of the year in California, particularly with daylight saving, there is daylight, even sunshine, during the evening hours.

Pretty soon I found myself drawn into the kids' water games, even getting into the spirit of their water ballet. We'd play tag, using any metal in the pool as a safe base—the light at the end, a stainless steel hand ring. We'd turn somersaults in the water. Cathy or Chris would roll up into a ball and I'd shot-put them over the surface. They don't find the diving board high enough to suit them; they climb on my shoulders on the board and dive off.

The Challenges of Play

Maybe a man can think while quietly swimming or floating, but not during this kind of play. The physical exertion and close attention you need to meet these challenges—and initiate some of your own—take you 180 degrees afield from anything you've wrestled with during the day. When, after about an hour, I come out and put on slacks, sport shirt and sandals, I'm as relaxed as a human can be without, as we say, becoming "unglued." After eight or nine months of this "medicine" I eat like a horse. I don't know what the word indigestion means. I've gained 15 pounds and it shows. I sleep like a rock when I hit the pillow, and wake refreshed for the next day's work and responsibilities.

Restful, uninterrupted sleep at night is apparently becoming more and more of a rarity among businessmen. How often have we heard some overcharged man or woman complain of waking up in the middle of the night to struggle with the next day's problems? Or of lying awake for hours without even being able to relax? How many have recourse to sedatives and drugs? They only aggravate the trouble. Let's face it: Isn't the greater

part of the problem a chronic lack of exercise that tires us physically and healthily? (I well remember when I was a kid and worked a year on a construction gang, I had no problem going to sleep at night—and staying asleep.)

I am not suggesting that a pool, or swimming, is everyone's solution. It wouldn't be practical or possible for every businessman, even if swimming appealed to him. It happens to be the way I have found and it has been so rewarding that if for any reason I had to move my home, one of the first requirements for a new one would be space for a pool. But from what I have learned I would say one thing with emphasis: Whatever means of relaxation, rest and renewal a busy man chooses, it is preferable if it is something he can do out-of-doors, and doubly so if it involves spontaneous physical activity within whatever limits may be suggested by a trusted physician.

Time for the Kids

For men like myself who enjoy their families, it should be a form of recreation that includes wife and children. This is particularly important for the younger executives, who, more and more, are being given heavier responsibilities in the business world. Ninety-nine percent of them have a tendency to take their problems home. They want to give time to their children, but it's hard to make the transition from the world of business, its pressures and tensions, to the games and preoccupations of the little ones. The situation is tough on all concerned.

Let's face another fact. Many businessmen just don't have, or take, the time to enjoy the companionship of their wives. Recreation both can share with enthusiasm is one means of bringing this about. If Peggy and I go out for dinner or a party and get home at 11 or so, or even if it's 2 a.m., we usually take a swim before going to bed. It's the greatest natural sleep inducer of anything I know.

I might add that we keep the water heated to 82 degrees. For about \$15 a month heating expense we have practically year-round use of the pool, except in stormy weather and the depths of the rainy season.

Whatever the form of recreation chosen (one can read this as recreation), it gives the greatest return in rest, relaxation, and renewal of the whole man if it is in the home, or close to it. With present trends in living and housing, this is not necessarily difficult or very expensive. In the East, where winters are severe,

there are excellent opportunities for family play. I recently saw a backyard ice-skating rink advertised for \$200. Ice-skating is a good winter family activity, offering opportunities similar to those of swimming for spontaneous activity (figure-skating or tag, for example).

Drop in on my friend Jim Tuttle of Motorola almost any evening at six. You'll find the two kids trimming Mom and Dad at volley ball or badminton. And you'll get an invitation to join the game of a happy

family. Badminton, single backboard basketball, and similar outdoor sports take up very little space in the yard. There are few boys and girls who do not enjoy playing such games with their fathers and mothers.

Those who prefer swimming will not find the cost of a pool prohibitive. It is no longer realistic to consider a private pool a luxury, when one can be installed for as little as \$2,500. Of course, you can go as high as you like, but whatever the installation, any real estate man will tell you, that

it adds more than its costs to the value of your investment.

The operating cost is nominal. Our 18' x 38' pool costs approximately \$25 a month in total upkeep and heating. It requires a gallon of chlorine at 50 cents a gallon every other day and periodic vacuuming. We take care of that ourselves. As protection (from wandering youngsters falling in, etc.) we have a six-foot fence around our yard. Only access to it is through the house; gates are locked on the inside. We maintain \$150,000 personal liability on our property.

Friends said to us when we were planning the pool installation, "Why not join a country club? It will cost about the same and you'll have the use of a golf course and all the other recreational and social advantages." True, but its facilities cannot, in our opinion, replace the benefits of a pool in the backyard, or provide the same restful relaxation. You don't need to get out on the highway to reach your own pool, it's there 24 hours a day, you can step into it from your bedroom and you can step out of it into bed. You make your own rules and regulations.

Share a Pool

In areas where a private pool may be impractical or prohibitive, the idea still is not ruled out. I know of several families in the East who maintain a joint pool. Here in California some of the modern housing developments include pools.

Many of our airline executives apparently like to take to the water for relaxation. Walter Johnson, Jr., of New York, American Airlines' vice-president of sales, has a swimming pool. So does Al Bone, our regional vice-president in Los Angeles. It's not at all surprising, in this high-pressure age, that home hydrotherapy, coupled with spontaneous play, should have such a powerful appeal.

From my own experience I can sum up the benefits thus: Enjoyable, outdoor-based exercise has provided absolute physical relaxation. It removes the cobwebs from the mind. It conditions me for complete rest, for refreshing sleep. In consequence, I am more alert when I return to business activity.

Certainly a healthy, well-rested man, without tensions, can be more effective in every situation the day may present. And not the least of the benefits is the new appreciation it has given me for family fun. Even though we had as nice a family life as any, it has been deepened and enhanced through this daily fellowship in shared recreation.

The End

For Business Film Know-How Call Telefilm—

*the company that brought
sound to 16mm pictures*

In 1938 TELEFILM was the FIRST to ever record theater quality sound on 16mm Kodachrome... an accomplishment that amazed the Hollywood major studio heads who heard it.* This history-making sound track marked the emergence of 16mm color from amateur to commercial usage. Sixteen years later TELEFILM'S continued technical leadership helped one of its clients win a coveted Festival of Arts award.**

This is the type of advanced motion picture craftsmanship and "Know-How" that is available for your Business Film at no extra cost. Why take less? Whether your needs are for release prints insuring screen excellence or technical services for a "do-it-yourself" production, it will pay to discuss your requirements with us.

Discuss your problem with us by phone or letter. No obligation or cost. Let us help you as we have others for nearly two decades.

TELEFILM

INCORPORATED

A LEADING 16mm MOTION PICTURE
TECHNICAL SERVICE SINCE 1938

6039 HOLLYWOOD BLVD., HOLLYWOOD 28, CALIF.

*"Wildflowers of California"

**Name furnished on request.

NATION'S BUYINGEST MARKET

SALES PRODUCTION INDEX FIGURES

(Directly Relating Retail Sales to Population
in the 18 Leading Metropolitan Areas)

KANSAS CITY 135

Chicago	124
Milwaukee	124
Minneapolis-St. Paul	124
Los Angeles	123
Cleveland	122
Detroit	121
Washington	116
San Francisco	115
New York	114
Cincinnati	113
Houston	113
Buffalo	112
Philadelphia	106
Pittsburgh	106
Boston	104
St. Louis	104
Baltimore	101

More Retail Dollars Per Capita Are Spent In Kansas City's Metropolitan Area Than In Any Other American Market

Look at the table based on the 1955 findings of Sales Management magazine in a study of sales production as related to population.

The Kansas City metropolitan area leads with an index of 135—or 35% above the national average. Second place is a tie between Chicago, Milwaukee and Minneapolis-St. Paul, each with an index of 124.

When you advertise in the Kansas City market you're addressing the buyingest consumer audience in America, bar none.

Better check your sales and advertising in the hot Kansas City market. They should be on a par, or above par, with markets that are larger in population but less fertile in sales. By every standard Kansas City merits a place on your "A" list.

FOR MORE ABOUT THE KANSAS CITY MARKET WRITE, PHONE OR WIRE

THE KANSAS CITY STAR

KANSAS CITY
1729 Grand Ave.
Harrison 1-1200

CHICAGO
202 S. State St.
WEbster 9-0532

NEW YORK
21 E. 40th St.
Murray Hill 3-6161

SAN FRANCISCO
625 Market St.
GARfield 1-2003

EXECUTIVE SHIFTS IN THE SALES WORLD

American Motors Corp. . . .

L. J. Gage to sales promotion manager, Kelvinator Division.

Chase Brass & Copper Co., Inc. . . .

C. W. Mellette to gsm, Waterbury Mfg. Co. Division.

Clark Controller Co. . . .

E. R. Jung to v-p, marketing, of

newly-created Marketing Division.

C. G. Conn Ltd. . . .

Paul E. Richards to sales manager, Band Instrument Division.

Cooper's Inc. . . .

Oscar A. Wilkerson, Jr., to v-p, merchandising and marketing.

A. B. Dick Co. . . .

E. P. Jordan, Jr., to general sales manager.

Ford Motor Co. . . .

Edward E. Rothman to director of product advertising, sales promotion and sales.

General Electric Co. . . .

Howard W. Arnold to manager, distributor sales, Carboly Department.

General Motors Corp. . . .

D. W. Radebaugh to sales promotion manager, Detroit Diesel Engine Division.

Johns-Manville Corp. . . .

A. Lawrence Cunningham to advertising manager, Industrial Building Products.

Magnesium Company of America . . .

Dennis E. Harvey to v-p and general sales manager.

Olin Mathieson Chemical Corp. . . .

E. L. Holloway to sales manager, Film Division.

Herman Miller Furniture Co. . . .

James R. Lucas to director of sales promotion.

National Broadcasting Co. . . .

Hugh M. Belville, Jr., to v-p, Planning and Development.

National-U. S. Radiator Corp. . . .

Fred S. Hudson to general manager, sales, Heating and Air Conditioning Division.

Pabst Brewing Co. . . .

C. F. Greenwood to general sales manager.

Paillard Products, Inc. . . .

John M. Cooper, Jr., to sales manager, Hermes Division.

Robertshaw-Fulton Controls Co. . . .

George L. Ogden, Jr., to general sales manager, Fulton Sylphon Division.

Shopmaster, Inc. . . .

Robert L. Balfour to manager, marketing, general sales.

Standard Pressed Steel Co. . . .

John W. Brietmayer to sales manager.

Standard-Toch Chemicals, Inc. . . .

Edward M. Howard to sales manager, Trade Sales Division.

Hiram Walker Distributors Inc. . . .

Jules Kanter to sales manager.

The Evening Paper Angelenos' Prefer...

TO COME HOME TO, OR...



TO COME HOME WITH!

This newspaper with more than 40,000* MORE Net Paid Daily Circulation than the second evening paper, is the most popular, widely-read evening newspaper in Western America.

That's why we say . . .

In the Evening,
Los Angeles reads the

HERALD-EXPRESS

"Largest Evening Circulation in Western America"

*Based upon comparison of figures for quarter ending September 30, 1955, from A. B. C. Publisher's Statements for the 4 months ending that date and subject to audit.

Represented Nationally by Moloney, Regan & Schmitt, Inc.



WE ASKED HER LEADING MEN...

"What makes Grace Kelly different?"

Now that Grace Kelly is Monaco bound, Ladies' Home Journal editors have asked seven of Miss Kelly's leading men, "What makes Grace Kelly different?"

Not so surprisingly, the seven leading men came up with seven very different answers. And the editors came up with a very different article for the March Journal.

This is typical of the Journal's refreshing approach to *all* the subjects it chooses to write about. Because, whether they're talking to

women about patterns or politics, children or chiaroscuro, cooking or Kelly, Journal editors have a special flair for keeping their subject lively, human and *timely*.

It is probably the Journal's editorial insight into what really interests a woman—and the Journal's skill in presenting this material—that has kept more women buying the Journal, year after year, than any other magazine on earth.

And it is probably the Journal's editorial vitality—and broad influ-

ence—that has kept advertisers investing more money* in the Journal than in any other women's magazine.

*AGAIN ANOTHER RECORD—advertisers spent more money in Ladies' Home Journal this March than in any other March issue in Journal history...

...18th consecutive month that the Journal has shown an increase in advertising revenue over same month year ago.

Never underestimate the power of the No. 1 magazine for women...

**Ladies'
Home JOURNAL**

No. 1 in circulation
No. 1 in newsstand sales
No. 1 in advertising revenue
among all magazines edited for women.

A CURTIS PUBLICATION

MARCH 1, 1956

Why Black & Decker Has Split Sales Force into Two Divisions

In 10 years volume of Hardware or do-it-yourself line has grown to equal Industrial-Automotive. One demands "merchandising" to wholesalers and many retail stores. The other calls for thorough "technical" salesmanship. More and better-trained men will help to develop both.

BY LAWRENCE M. HUGHES

After 46 years Black & Decker Manufacturing Co., Towson, Md., has divided its U.S. sales force into two parts. Each now concentrates on developing the portable electric tool business through different groups of customers and trade channels to widely different users.

Products sold through wholesalers to hardware, building supply and specialty retailers now are handled by a Hardware Division, and those to industrial and automotive distributor customers, by an Industrial-Automotive force.

The new plan, explains John F. Spaulding, vice-president-general sales manager, recognizes the separate problems, markets and opportunities of the two divisions. It provides separate direction, closer customer contacts, and separately-trained salesmen to make the most of them. In the process it involves, all told, more managers and more sales manpower. Already it has brought a number of promotions to experienced Black & Decker salesmen.

The plan was presaged by the announcement, last September, of the appointment of Albert S. Fehsenfeld as sales manager, Hardware Division, and Arthur S. Boehm as sales manager, the Industrial-Automotive Division. (Formerly, Fehsenfeld was assistant sales manager and Boehm Pacific Coast regional manager.) District sales managers were told of their roles and objectives in it at a meeting in mid-November. Formal "dualizing" went into effect January 1.

But in a sense this separation has been in the making ever since B&D first invaded the wholesaler-to-retailer-to-consumer markets with do-it-your-

self power tools 10 years ago. It may even have been forecast by the fact that Black & Decker first started mass media advertising (in *The Saturday Evening Post*) in 1921!

Today, each of the two domestic divisions has larger sales than the company's world-wide volume of a decade ago.

After a World War II peak of \$19.9 million in 1943, B&D's business dipped in the next two years to \$16.6 million. Partly to fill the gap caused by decline in Government orders, but mainly to meet the potentials of portable power tools among professional builders, who would soon erect more than one million new homes annually, and the "handy" men (and women) who would live in them, B&D launched — in March 1946 — the "hardware" line.

Earnings Way Up

For fiscal 1955, ended September 30, Alonzo G. Decker, chairman and president, reported world-wide sales of \$43.3 million. This was 23.3% more than the year before. Actual dollar increase of \$8.2 million was the largest in all B&D's 45 years. After-tax earnings climbed 30.9% to a record \$3.7 million.

For fiscal 1956 Black & Decker expects its world sales to total \$50 million. The \$40 million to be done here would be shared evenly by the Industrial-Automotive and Hardware Divisions. Foreign business would continue to provide 20%. (Subsidiaries operate in Australia, Brazil, Canada, England, Mexico, South Africa.)

Spaulding directs all field selling

in the U.S. and Canada. Reporting to him are six regional managers, who are responsible for both lines in their areas. . . . Raymond G. Horner is vice-president for all sales planning. Among those reporting to him is J. F. (Jack) Apsey, director of advertising and sales promotion.

Sales districts in the Industrial-Automotive Division (hereinafter called I-A) remain virtually unchanged from the single-force setup. Hardware Division districts are much larger.

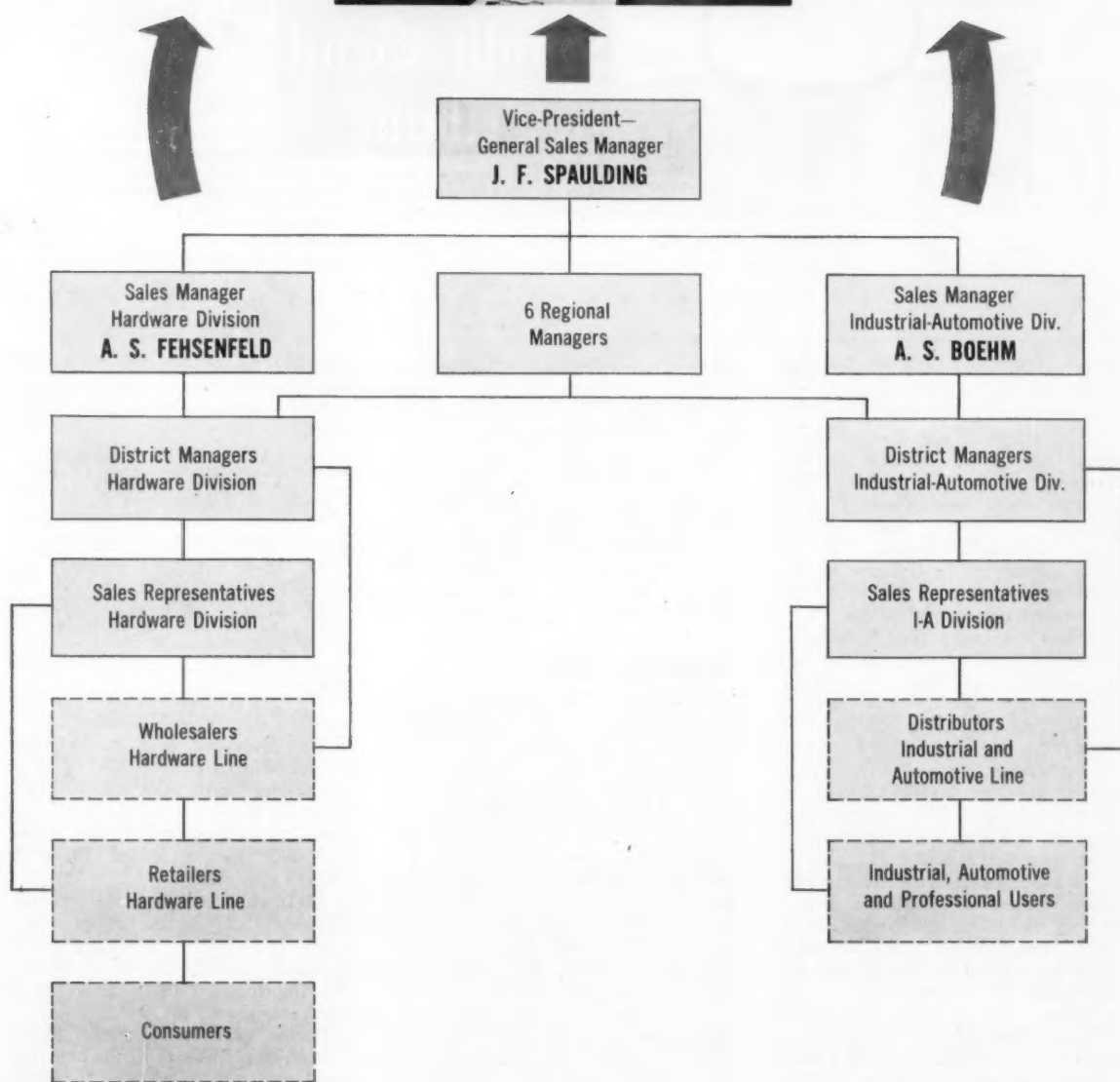
Prior to January 1 B&D had 29 district managers and 130 salesmen in the U.S. and Canada. Today the two divisions embrace a total of 42 district managers and 155 salesmen. In I-A are 26 district managers and 100 salesmen; in Hardware, 16 d.m.'s and 55 salesmen.

Several managers have moved to larger-potential districts. Four salesmen in I-A and nine in Hardware have been advanced to district manager. Twenty-five new salesmen have been hired. About half of these come from other B&D departments—primarily Service. (One is from Purchasing.) The others had sold for companies in "related" but not competitive lines. All the new district managers are experienced B&D salesmen.

Hardware and I-A district managers now work in and from Atlanta, New Orleans, Boston, New York, Philadelphia, Chicago, Cleveland, Kansas City, Dallas, Minneapolis, Los Angeles, San Francisco and Seattle. Other I-A districts also are centered in Baltimore, Charlotte, Miami, Buffalo, Pittsburgh, Cincinnati, Detroit and St. Louis. Indianapolis is hq. for a Hardware district. The four Canadian districts continue to handle all B&D products.

Although district managers and salesmen work on commission, Spaulding points out that divisionalization will not subtract from their income. The company's business growth this year is expected to be at least as great as the increase in number of managers and men. "Every man should do well," he says, "and those promoted to district manager will do better."

Separate two-week training courses for the men in both divisions are now being developed. These courses at first



THIS IS COMPLETE COVERAGE!



Here's one of the Nation's most impressive coverage pictures—in one of its greatest markets. With the South Bend Tribune alone, you saturate the City Corporate Area of South Bend (Indiana's 2nd market)—58,104 families! And you reach 96.7% of the families in the South Bend Metropolitan Area, the Country's 5th richest market! Line rate is only 28c (milline rate 20.9% below average of comparable papers). . . . Write for free market data book.

**The
South Bend
Tribune**



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

Franklin D. Schurz — Editor and Publisher

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

will be for new men. Later, however, the veterans will be given "refreshers."

Advantages of one division or the other may vary with the age and make-up of the men. Older B&D men of course were schooled in Industrial-Automotive. They may be more "technically-minded." The fact that selling to distributors for industries and shops is "steadier" the year-round may appeal to them.

The Hardware or "consumer" business tends to peak in the fall, toward Christmas. But it offers opportunities then, and at other seasons, for the "merchandising-minded." Perhaps it has more "glamor." Certainly, it has grown big and fast. "Hardware" offerings in B&D's long line of power tools and accessories range from \$1 to \$100; Industrial-Automotive, from \$30 to \$500.

Jack Spaulding estimates the combined volume of all factors in each end of the power tool business today—at manufacturers' prices—at about \$100 million. In the "hardware" end are about 30 "known" factors, plus a steady flow of newcomers. Some 15 contenders fight for the industrial-automotive market. Black & Decker claims leadership in both—and in-

tends to maintain it against all comers.

The former single sales force set-up developed in the salesmen uncommon versatility and resourcefulness, and stamina applied to thousands of customers. In addition to training and working with distributor and wholesaler salesmen, B&D felt the need, on the hardware side, of direct retailer development. (All retailer orders are placed through wholesalers.)

21,700 Sales Calls

As part of a Christmas merchandising program last fall ("Black & Decker Sells Top Management on an *Extra Advertising Budget*," SALES MANAGEMENT, Sept. 1, 1955), the company asked its men to call on 25,000 retailers. A total of 21,700 calls actually were made. Nearly all were new direct contacts. . . . The entire program brought B&D nearly \$4 million sales: 150,000 Fixkits, retailing at \$29.95, and 30,000 Drill 'n' Saw kits, at \$44.95. Retailers gained from it nearly \$6 million. . . .

Among speakers at the district managers' meeting, at Hershey, Pa., were Jack Spaulding; Al Fehsenfeld for the just-being-born Hardware Divi-

sion and Art Boehm for the equally new Industrial-Automotive Division.

For I-A Boehm cited these objectives:

- "1. A sincere and firm sales policy;
- "2. A movement toward 'franchised-type' distributors;
- "3. A better-informed and closer-worked-with-distributor sales force;
- "4. More help and guidance for our salesmen;
- "5. More profitable service branches;
- "6. More service branches where required, and
- "7. A larger share of the industry's portable electric tool business."

The divisional setup, Boehm said, should help to enforce B&D's long-established "firm sales policy." Distributors appointed would have "capable sales organizations, and would put their weight behind Black & Decker products."

Meanwhile, efforts of the new I-A Division "can be multiplied many times by effective development of (present) distributors' sales forces." An improved training program is being introduced for them.

Boehm gave an impressive figure (not to be published) of the potential number of such co-salesmen for B&D

"This is the size we sell in the Growing Greensboro Market!"



Write for our 1955 brochure containing sales data for 13 retail classifications in all 233 metropolitan county areas in U. S. . . . Free, when requested on your company letterhead. Address: Advertising Research Dept., GREENSBORO NEWS & RECORD, Greensboro, N. C.

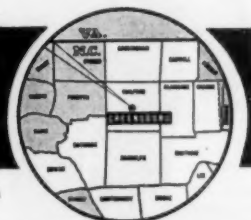
IF YOU LIKE TO STIR UP SALES prospects into a money-making lather—the Growing Greensboro Market is custom-made for you! . . . Here's a top-notch Carolina sales center where 1/6 of the state's 4-million people buy 1/5 of North Carolina's goods. In the busy and populous Greensboro ABC Retail Trading Area, these folks spent \$600-million in our retail stores last year—a sure-fire market target that holds a big potential for every retail product imaginable . . . Better stir up some advertising activity of your own, here in this real super market where sales come easier . . . Top medium is the 105,000 daily circulation of the GREENSBORO NEWS and RECORD . . .

Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

Sales Management Figures

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



in this country and Canada. It runs into thousands. If each of them sold only one B&D tool a month, the entire group would produce an annual I-A volume of \$22,067,760.

B&D's Industrial-Automotive salesmen are being told how to hold better distributors' sales force meetings: "They will get more guidance from district managers and from headquarters." In addition to contacting major user-customers direct (but placing orders through distributors), they will do more "personal contact and missionary work with distributors' men. This puts the training on a more personal and longer-lasting basis."

District managers will recommend changes to help the 40 service branches to improve repair service.

For the Hardware Division, Fehsenfeld stressed that B&D sell "the entire wholesaler organization, from top management down" on the importance of carrying full stocks of B&D tools. Many today carry only the most popular items.

The number of salesmen of wholesaler-customers of the Hardware Division is less than half the total of distributor salesmen theoretically "reached" by the I-A Division. But it still runs into five figures.

These men, Fehsenfeld showed, will push B&D tools among retailers to the degree that their management is sold on the line. Regular meetings with them should keep them fully informed of the company's products and merchandising and promotion aids. B & D salesmen will go out with them to keep retailers equally informed—and sold.

Other Markets

"Hardware" may be too limiting a name for this division. While B&D is doing a fine job with hardware wholesalers and retailers—and, for example, works closely with hardware associations in industry-wide promotion programs—other markets deserve more cultivation. Lumber and building-material dealers steadily are adding hardware lines.

Sales of B&D portable electric saws last year — mainly through "hardware" channels — reached seven fat figures "By aggressively developing" the building-material market, "this figure can be increased enormously."

He saw big opportunity for portable power tools through wholesalers serving such retailers as appliance, de-

partment, paint and wallpaper stores.

Under the new division setup, Fehsenfeld pointed out, B&D also can keep in closer touch with other manufacturers who market through the same channels: "They can help to generate good will for Black & Decker among our customers. Often they introduce products designed for applications done with portable electric tools. We can tie in with them for our mutual gain."

Both divisions are being given higher targets. By 1965, Jack Spaulding says, B&D expects to do a worldwide annual sales total of \$70 million. On present ratios, \$14 million would be made "abroad" and \$27 million each by the two domestic divisions.

All new products would follow present marketing channels—and all would bear the Black & Decker name. This company does not make private brands, or parts or equipment for other manufacturers. Founders S. Duncan Black and Alonzo G. Decker had to start out as subcontractors. But as fast as they could, they went on their own.

"They wanted," Spaulding explains, "to have the say about their markets."

The End

"Nearly missed the train.
Did miss my paper. And not one
joker who got off ahead of me
left his News on the car*!"



*Surveys have even been made on the subject. Commuter trains arriving in Chicago yield up tons of morning papers. But evening car-checks on commuter trains revealed exactly what the harassed gentleman above discovered—the Chicago Daily News goes home. It does not get left on the seat. It gets read by the commuter who then takes it home to be read by his family. It is a trusted information source, editorial force and advertising medium. And because it goes home—

THE CHICAGO DAILY NEWS

Chicago's Growing Newspaper

HITS HOME

MAIL PROMOTION

BY JANET GIBBS

Sales Promotion and Direct Mail Counsel

Mail for Sales

WHOOOPS...

... the check list of uses for direct mail started with the eight ideas for sales research-by-mail (February 1 issue).

We promised you examples of projects that would give some indication of the wide range of information you can get and should use ... but we didn't give them to you.

Here they are:

UNDERTAKERS' UNDERTAKING

Research job was handled by association and aimed at finding out whether a PR program was needed to improve people's attitude toward funeral directors; if a program were needed, what direction it should take.

Results indicated no widespread attitudes which required such a public relations program—plus the fact that a formalized approach would be hard to develop because of people's natural aversion to the idea of death and practical considerations in connection with it. Like most of us, they wanted to think of the problem only when faced with it.

FOLLOWING FOOTSTEPS

Trucking association had research firm use 3,000 questionnaires (got 1,000 replies) to find out whether wives of salesmen of trucking services wanted offspring to follow in Dad's footsteps.

Answer was NO. Instead they'd like sons to become doctors, engineers, lawyers. Oddity: wives don't view working on commission basis as risky, and rate selling high for offering security and promising career possibilities. All of which proves you can't understand women, but it's fun trying.

WHY DID YOU BUY?

One smart exterminator decided to find out why his customers patronized him ... why they called him instead of a competitor—who had referred them to him ... what they liked about his service, would they recommend it, etc.

The information he got became the basis for his entire sales program. The questionnaire is too long for reproduction here—but under heading (in question form) he asked pinpointed questions that made it easy for the reader to give him the story. And he provided space for new reasons he hadn't been able to dream up himself.

Why DID your Customers buy?

Sure, they needed your product. You deliver more production at lower cost. You make a better mousetrap. That pretty model you used in the ad selling printing presses—she'd make any man straighten his tie and think spring was just around the corner! You're even \$500 under your competitor's price—but maybe, just maybe—the production manager gave you the order because his pressmen found it easier and quicker to clean your press. Maybe the "cleaning angle" sold more \$30,000 presses than you guessed.

You might not even have known it was easier to clean—or that the high cost of labor saved was important to buyers—and that the press lasted longer because it was easier to take care of.

This is the kind of selling ammunition you can get by mail. From customers, salesmen—even your files! Take another look at the testimonial letters you have buried in them.

HELP WANTED

One of the best sales managers I know threw out some bait and I bit. He asked me to ask you ...

What do you do to preheat prospects and how would you handle his problem?

The product: A business management service, sold to business firms and professionals such as accountants and lawyers as well as individuals who have heavy financial interests. It's now being sold by personal contact. Direct mail has never been used, but will go to the top executive.

SALES MANAGEMENT

The problem: To get leads, preheat prospects. Experience has proved it best not to show in advance too much of what the product is. Seems it is too easy for prospects to confuse the service with similar ones which really don't measure up . . . the difference is best visualized through personal demonstration. Sampling is out, too — or they think it should be, for there's this danger to be considered: If they use only one segment of the program, the prospect is apt to think he's got that angle covered so no dice . . . when actually there may be 1,000 benefits for him through use of the service. Personal salesmen can handle this situation on the spot — but prospects can make a wrong snap decision if the sales argument in print doesn't happen to be the one he's ripe for that day.

What's wanted? Your ideas and samples of similar preheat campaigns that have worked for you. Share the wealth . . . of your experience. Send ideas to me, at SALES MANAGEMENT, please. JG

FLYING SAUCERS

This is a different kind, a children's product and sold by mail. Looks good. I answered an ad, asked for information. It came late but the manufacturer was smart. He wrote to explain the delay.

The folder finally came — without covering letter or memo or order form. No information about delivery charges, no return envelope to make it easy for me to send money. How did he guess I haven't any children? I'm still a prospect, because I have friends who have!

What does this mean to you?

Now is a good time to take a second look at what happened to last month's mail leads.

How long did it take you to answer inquiries? Too many sales are lost in the time between receipt of inquiries and their handling. Lost somewhere between advertising and sales.

Was the response planned at the time your ad was developed?

Did your mailing piece give complete information — benefits, cost, where and how to buy?

Have you planned your follow-up mailings? Direct mail advertising isn't a single-shot medium.

What have you done with those prime prospect names? Turned them over to your salesmen, distributors? Added them to your mailing list yet?

If it's orders you want . . . did you make it easy to order? If advance payment was required . . . did you include a reply envelope or label?

ONE OF THE BEST . . .

Tension Envelope has used direct mail consistently. I particularly like its external house publication, "Envelope Economies." Each issue is a "how-to" article, informative and worth keeping. Guest-written by experts in their fields. On everything from lists to copy to formats to "Why Use Color." The tie-up with the firm's product is well done, with a change of pace that shows how a staple article like envelopes can be made to sound almost romantic.

Ask Walter Langsdorf, Tension Envelope, 522 Fifth Ave., New York, N. Y., to send them to you, no cost.

COLOR MOTIVATION

A forward-looking paper house has been mailing case histories on use of colored letter paper. The company retains a noted color scientist and psychologist who knows how color motivates people.

Latest letter tells how book offer on Sandstone color paper pulled 66-2/3% better than on plain white. They do say same copy, same offer but not same mail date, which could affect results. Sounds good but don't jump on the bandwagon yet.

I don't know what the basic percentage of returns was and how much it was increased by the addition of 66-2/3% — but — direct mail people have proved many times that there is no standard rule for color. Pink might lead on your next mailing and prove a dud on the one after. Color is a good tool — but your selection of it and the success of it may depend on your product, audience, kind of response wanted, season of the year . . .

What's been your experience with color?

MAIL TALK

New instructions on preparing "directs" in your third-class bulk mailings were announced by the P.O. The Postal Manual, Section 126.22a, reads—"When there are 10 or more pieces for any one post office or station or branch, if its name forms part of the address, face all addresses one way. Do not label package." Previously, the last piece was reversed so addresses were exposed on both sides of package.

The End

**Coming Up
MORE IDEAS
for use of
MONEY-MAKING MAIL**

MORE PRODUCT KNOWLEDGE MEANS MORE SALES



BESELER VU-GRAPH
OVERHEAD PROJECTOR

Projects pictures in brilliant color to an audience of 4 or 400 easily! And in a fully lighted room. VU-Graph gives you starting new ways to explain and sell your product advantages.

**BESELER
VU-GRAPH** projects product facts with clarity and simplicity.

Ideal for Sales Meetings.

Increase the potential of your sales force with proper use of **BESELER VU-GRAPH**.

Write to Beseler for a Free Demonstration and colorful brochure: "Get the Point Across."

CHARLES Beseler COMPANY
HOLLYWOOD AT 11TH, EAST ORANGE, N. J.

It's Tailor-made for

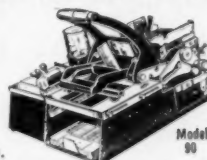
SALES OFFICES!

this low cost

**ADDRESSING and RECORD
KEEPING
SYSTEM!**

THE
MODEL 90

\$89.50 PLUS FED.
EX. TAX



A new, easy, economical method for fast, clean, clear, mechanical addressing. Prints from paper address slips prepared in ordinary typewriter! Type a name once and use it to address up to 50 mailings! Keep pertinent records right on address file-card! Combine address and record files in one! A completely new system of Spirit Process addressing . . . no stencils, plates, ribbons, gaskets or inks.

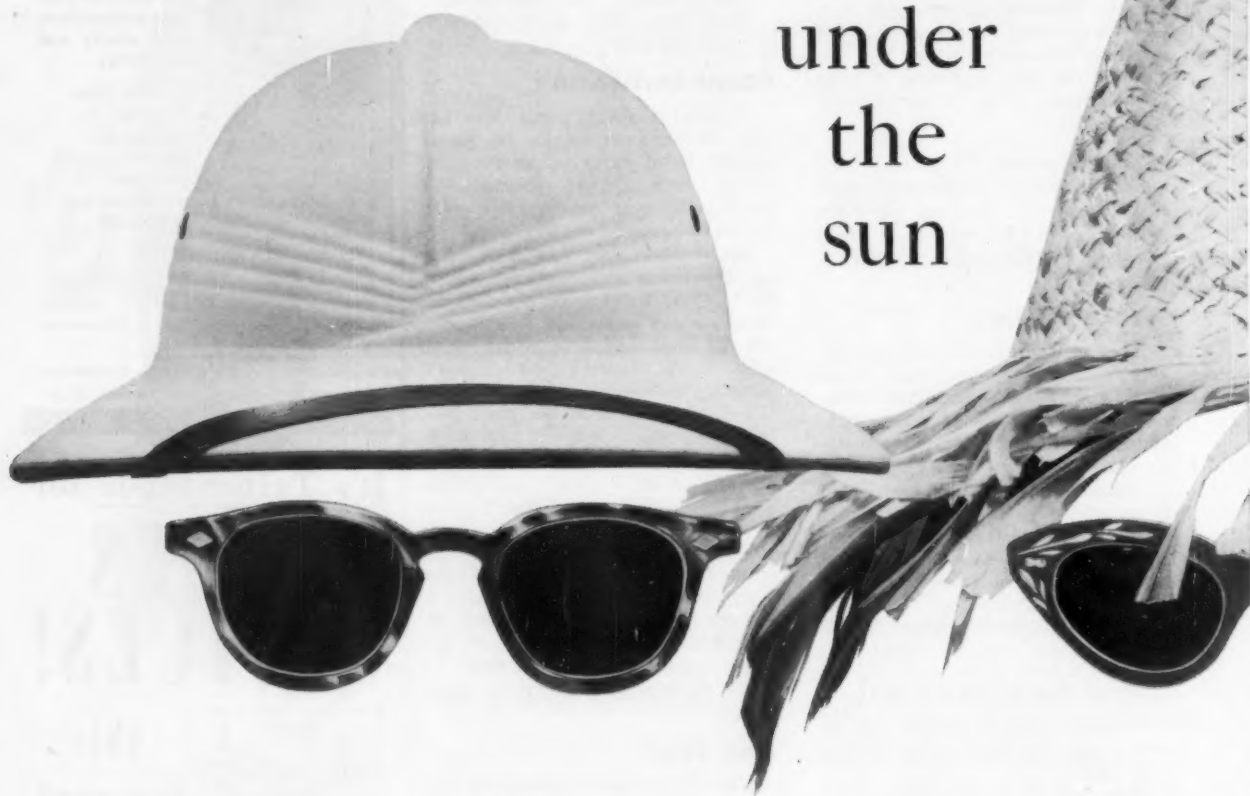
OTHER MODELS FROM \$24.50

SEE YOUR OFFICE SUPPLY DEALER

MASTER ADDRESSER CO.

6500 SM West Lake St., Minneapolis, Minn.

hottest bonus plan under the sun



During the summer season, NBC's three great network television participation programs—TODAY, HOME, TONIGHT—offer *extra* savings for advertisers through the

T-H-T SUMMER INCENTIVE PLAN

This plan, in effect from May 30th through September 2nd, offers bonus T-H-T participations in addition to regular discounts . . . means that you can earn up to 50% in dividends on your summer advertising . . . and guarantees you T-H-T's year-round, high-quality programming at summer prices.



Last year 28 national advertisers used this money-saving plan. This year 31 (with many repeaters) have already signed up, and the summer buying season has hardly begun. Your NBC Sales Representative can tell you about the Summer Incentive Plan and how *you* can cash in on the tremendous personal selling power of the three great T-H-T stars, Dave Garroway, Arlene Francis and Steve Allen.

Exciting things are happening on

NBC TELEVISION

a service of



MARCH 1, 1956

Kayser Snags Feminine Buyer With Gift-Packaged Hosiery

Gaily colored and fancifully designed gift boxes are being used by Julius Kayser & Co., New York, to spur sales of its stocking line.

Designed by Tammis Keefe to appeal to the feminine shopper, the packages are producing twin benefits: (1) The plus value of the attractive box has increased requests for the Kayser brand; (2) three pairs to each gift package help to build sales volume.

The special gift wraps are easy on the eye and on the patience of the salesclerk. She has just one move to make—put the package into an envelope. In the case of the Mother's Day overwrap, she inserts a standard box of three pairs into the tie-clasp gift container. In a rush, the salesclerk can simply hand the customer both boxes, since the shopper tends to look on the festive Mother's Day box as a bonus.

Jane Trahey, Kayser's advertising manager, is applying the lessons in feminine sales psychology she learned as sales promotion director of Neiman-Marcus, Dallas. She joined Julius Kayser & Co. last September. One of Miss Trahey's strongest convictions: Hosiery is an ideal gift, but she believes it needs glamorizing, and the simplest way to do it is through packaging.

Leading the series of Kayser gift packages was a bright red Christmas envelope tied with a handsome gold cord. The pocket of the envelope, like those which have followed, held three pairs of Kayser hose. Design colors were white and black.

The End



MOTHER'S DAY gift box has metallic gold background imprinted with white lace mat design. Artificial carnation is attached. Tie clasp closes flap with Metlon gold cord. The box holds a standard box of three pairs of hose.



VALENTINE'S DAY gift wrap is shocking pink with white angel and black details. The closure side of envelope has "To" and "From" on pink hearts. Printed by Susan Crane, Dallas.



EASTER GIFT PACKAGE is designed to hold three pairs of Kayser hose. Background is white, eggs are pink, and ferns, lettering and decorations are olive green. The de-

sign approach is purposefully feminine. Produced by Michael Remo, New York, Kayser package is aimed at lending glamor to hosiery, thus increasing gift appeal.

Gardner Displays
477 Melwood Street
Pittsburgh 13, Pa.

Yes, I'd like to know the secret of successful exhibits—
Please send me "Drama and Action in Trade Show and
Institutional Exhibits."

NAME _____

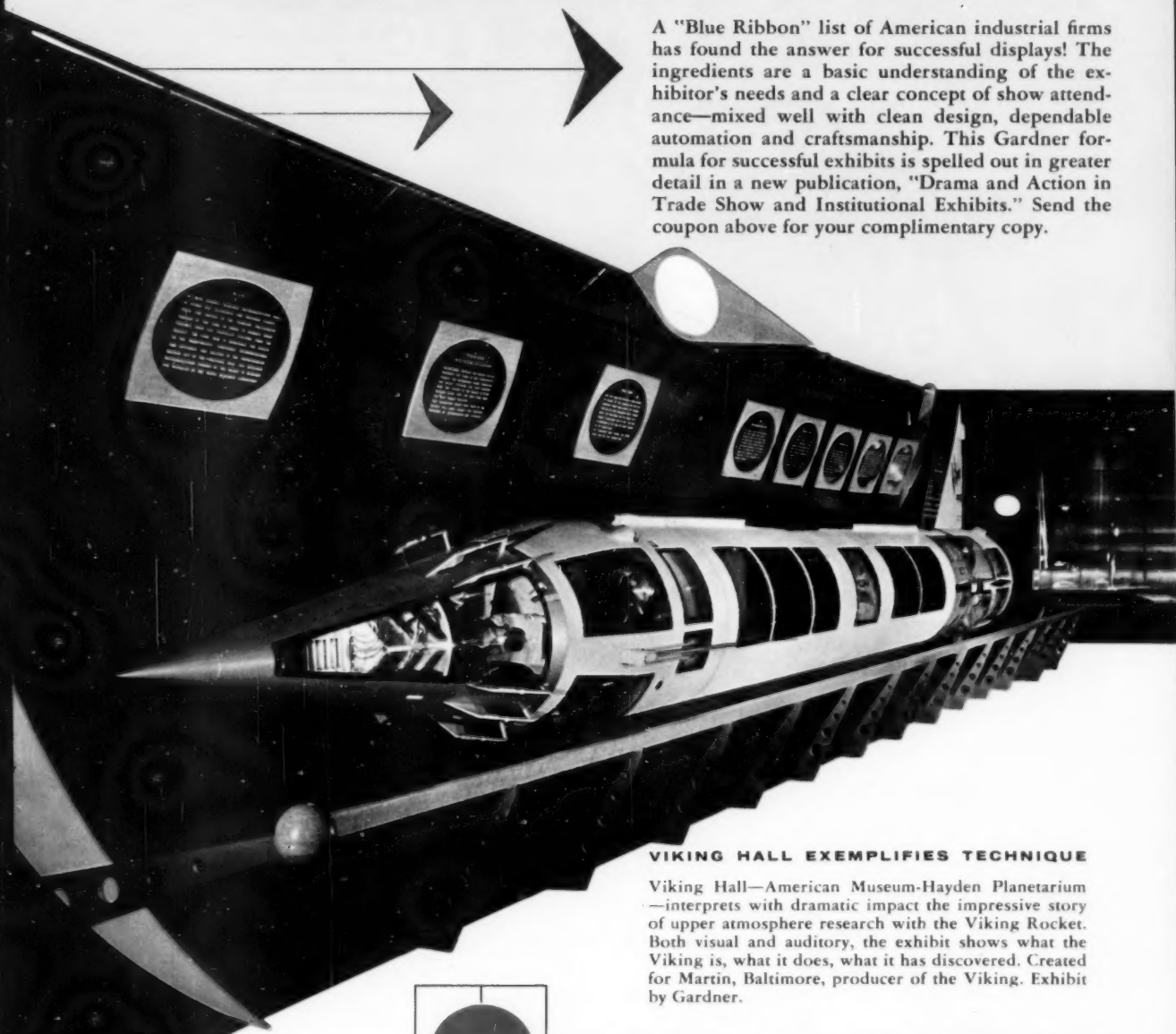
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Want to know the secret of successful exhibits?

A "Blue Ribbon" list of American industrial firms has found the answer for successful displays! The ingredients are a basic understanding of the exhibitor's needs and a clear concept of show attendance—mixed well with clean design, dependable automation and craftsmanship. This Gardner formula for successful exhibits is spelled out in greater detail in a new publication, "Drama and Action in Trade Show and Institutional Exhibits." Send the coupon above for your complimentary copy.



VIKING HALL EXEMPLIFIES TECHNIQUE

Viking Hall—American Museum-Hayden Planetarium—interprets with dramatic impact the impressive story of upper atmosphere research with the Viking Rocket. Both visual and auditory, the exhibit shows what the Viking is, what it does, what it has discovered. Created for Martin, Baltimore, producer of the Viking. Exhibit by Gardner.

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41 East 42nd Street,
New York City



GARDNER DISPLAYS

PITTSBURGH 13, PA. 477 Melwood St., MAYflower 1-9443
DETROIT 26, MICH. 810 Book Tower Bldg., WOODward 2-3557
CHICAGO 8, ILL. 1937 W. Hastings St., TAYlor 9-6600
NEW YORK 17, N. Y. 41 East 42nd St., VANDerbilt 6-2621

World's Largest Designers and Builders of Convention and Trade Show Exhibits



J. B. Rustic, General Superintendent, Operating Department, American District Telegraph Company, tells how:

"We stopped 2,000 burglars last year!"

"Stone walls, iron bars, squads of guards — nothing protects money and property like our burglar alarm service — in co-operation with the police, of course.

"Every year, ADT Protection Service saves subscribers hundreds of thousands of dollars by automatically detecting burglaries, fires, and other dangerous conditions.

"Our systems have to work — all the time. And they do,

thanks to constant supervision, proper maintenance — and to Air Express!

"For if new parts are needed, Air Express delivers for us anywhere in the country in a matter of hours!

"Yet, we actually save money with Air Express. A typical 20-pound shipment goes from New York to St. Louis for \$7.48. That's \$3.17 less than any other complete air service!"



Air Express

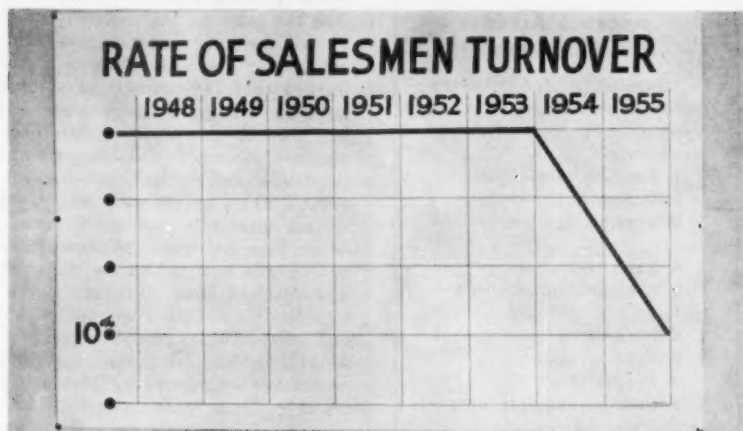


GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY

This is what happened to salesman turnover . . .

when problems were studied . . .



and a 7-point training program launched . . .

that included everything from "Greeting the Customer" to "Getting the Order."



Practical Sales Training Licks Turnover Headaches for Angelica

This manufacturer of washable uniforms was beset with worries over an unstable sales force, excessive cash losses from unearned drawing accounts, and the loss of volume in turnover territories. Here's the happy-ending story.

BY EDWARD F. RUDER
Sales Training Manager, Angelica Uniform Co.*

"Our turnover in problem territories has been completely eliminated.

"All of the men who have been through our training course are operating in the black and showing a healthy pattern of sales increase.

"The only regret we have is that we didn't start this program years ago. It has been overwhelmingly satisfactory since its inception a year ago."

*St. Louis, Mo.

Thus Stanley Weiser, general sales manager for Angelica Uniform Co., recently summed up the pay-off on an investment in sales training.

Until about two years ago Angelica had no formal training program. In our factories we were taking advantage of every new development to modernize production techniques, but we were relying on self-training for the sales force.

We have 42 full-time commission salesmen and 13 people in sales management. We are a leading manufacturer of washable uniforms. The output of our seven factories goes into hotels, restaurants, hospitals, linen supply companies, and some 40 other types of trade.

Sales training in our company was everybody's job. It became obvious, as it usually does, that everybody's job is nobody's job. No one was responsible for formally training a new man. No one was to "blame"; we all had full-time jobs.

A year ago we began work on the hypothesis that we needed a sales training program. We attacked the problem from five angles.

Step one involved an investigation of turnover. The Good Lord gave each of us a wonderful memory—wonderful in that we tend to remember only the pleasant things. Those of us who had been close to the situation for the last five years were surprised when the figures were totaled. This investigation was simply a matter of going back about five years and listing all the salesmen who were hired, then red-penciling those who were gone. Our rate of turnover was as high as 40% in certain territories, indicating that serious consideration should be given immediately both to the territories themselves and the reasons why salesmen had left those territories. Before this statistical work, none of us realized that turnover was so high, or the problem so severe.

Overdrawn Accounts

The second step consisted of an indebtedness survey to find out how much the company had lost in five years as a result of salesmen leaving our employ in arrears. Our salesmen operate on a straight commission and draw, and the indebtedness was a result of the "turnover" salesmen over-drawing their accounts. Again we were surprised to find that the figure was four times what we had thought it would be. Our memories had shoved out this kind of unpleasantness. Yet, this indebtedness adds up quickly. For example, if you had seven men a year leave owing the company an average of \$3,000, in five years you have written off \$100,000!

The third aspect to be considered was the effect on customers of having to deal with a new salesman. No actual survey among our customers was undertaken. That would only have emphasized the turnover. However, we gathered enough information from our field organization to know that the effect on our customers was anything but desirable. Customers don't like to deal with a new man too often.

The fourth point we faced was the number of lost sales: (1) because the territory is dormant during the search for a new man and (2) because the salesman does not reach the potential

Angelica Asked Its Salesmen:

"On which of the following subjects would you like to have more information and/or assistance?"

1. Product information
2. Customer knowledge
3. Product application and use
4. Sales techniques
5. Company procedures and policy
6. Personality development
7. Speech training
8. Prospecting
9. Pre-Approach planning
10. Opening remarks
11. Telling the sales story or handling the sales interview
12. Demonstrating the product
13. Quoting prices
14. Objections answering
15. Closing techniques
16. Keeping good records and communications with company
17. Handling complaints, returns and exchanges
18. Public relations
19. Use of sales aids
20. Handling specials
21. Market conditions
22. Discontinued styles
23. Advertising and promotional plans
24. Itineraries—coverage of territories
25. Market research (new fields)

in the territory. If you do a survey of this kind, and your turnover is more than 25%, the results will be staggering.

The fifth step, and probably the most important, was an opinion survey of members of the sales organization to determine how they felt about additional training. We didn't ask for a simple yes or no answer. We gave each salesman a list of specific areas in which further training was a possibility, with a request that he check those in which he felt the need for it, and add any other not on the list. (See above.) The suggested areas included such detailed techniques as "How To Make A Favorable Impression" and other specific points designed to help the salesman serve as a true representative of his

company. The salesmen backed us up overwhelmingly; they not only realized the need for additional training but indicated the direction that training should take. For example, we learned that 78% of our sales force were eager to get additional training in product demonstration. They wanted to have their sales presentations analyzed and if possible improved. The second most requested subject was "overcoming objections"—our men wanted us to show them by example how to answer the most serious objections, such as "I am completely satisfied with my present source," or "Your price is too high." Surprising, too, 10 of our most successful salesmen asked for personality training. In fact, we learned that the most productive men were the most eager to improve their performances.

This research formed the nucleus of our indoctrination training of new men, and will be the hub of our continuous training program or refresher course, now in the workshop. With these five fields of investigation clearly pointing the way to the need for a sales training program, top management recognized it and I was authorized to proceed.

Recruiting Difficult

We enlisted the help of a professional sales psychologist who made an exhaustive study of our field organization to determine the new Angelica prototype. As a medium-size organization we do not feel that we can afford to take "raw material" from colleges and train these young men for a period of two years—principally because our classes would be too small and very expensive. Therefore we have favored the experienced salesmen in our recruiting efforts. This, of course, makes the recruiting job more difficult. In our opinion it is a factor every organization must consider carefully from all angles.

The next step after determining what types of men are to receive training is to plan a training program to achieve the greatest possible effect. At this point we again sought outside assistance—a qualified sales training consultant. With his help, our sales training program was developed to cover seven essential areas. Because we like to think of training as something warm and animate, we built our program in the form of a man—in seven sections. As an introduction to the course, we put our life-size "man" together on a stickboard to symbolize the areas of training we expected to cover.

The torso of the man represents

Selling Technique—the “vital organs” of the entire course. The two legs are *Indoctrination* and *Product Knowledge*—without them a salesman hasn’t a leg to stand on. The head, of course, represents the *Plan*, which must be translated into sales through the neck — *Customer Knowledge*. Finally, symbolizing the link between the individual salesman and the organization as a whole, the two arms, *Company Policies* and *Good Communications* stand ready to reach out to the sales manager or the home office, when their help is needed to complete a sale.

Thus we developed our seven-point training program for newly hired salesmen. We try not to have more than three men in training at one time so we can give an abundance of individual attention to each man. Although the cost of this training is higher, we consider this “tutoring” process much more valuable than the large classroom idea.

1. Indoctrination: what the company is, its functions, history, and future prospects.

2. Product knowledge: specialized information from department experts, sales manuals, and the experience of successful salesmen.

3. Selling techniques: how to open an interview, overcome sales resistance, and close a sale, based on experiences of successful salesmen.

4. Customer knowledge: potential sales fields, buying motives.

5. Company policies: policies in regard to dealers, credit, discounts, public relations activities, our guarantee and what it means to the customer.

6. Communications: importance of contact with office and sales manager.

In the conduct of the class we give heavy emphasis to the philosophy that salesmen learn by doing. From the very first day, the salesmen are on their feet rehearsing before a “buyer.” We believe that this kind of teaching more nearly simulates the live situation—the kind the salesmen will have to face in the field. For example, it is not enough, in our opinion, to have the salesmen sit in a classroom and listen to a lecture. It is more important that the salesman be able to put the ideas into his own words. Usually at the beginning we do not act out an entire sale, but only ask the salesman to express himself before a buyer on a point that has been made. Having made the point himself he usually is



...with
**circulation
LEADERSHIP**

47,115

**TOTAL DAILY
CIRCULATION LEAD
OVER 2ND PAPER**

City Zone Lead — 10,546
City & RTZ Lead — 16,958

...with
**advertising
LEADERSHIP**

8,564,311

LINES

**TOTAL ADVERTISING LEAD
OVER 2ND PAPER**

Year: 1955

Retail Lead — 3,312,727 lines
General Lead — 1,242,320 lines
Classified Lead — 4,009,264 lines

Largest Circulation in the Pacific Northwest

230,238 Daily
297,135 Sunday

THE Oregonian
PORTLAND 1, OREGON

Sources: ABC Publishers' Statements for 6 mos.
ending September 30, 1955; Media Records total
advertising, less AW, TW, and Comics, 1955.
REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

to sell the
Kansas farmer

buy
the

Kansas Farmer

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD

Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco



eager to try it again. We encourage replays of the situations to build the trainee's confidence.

We do not mind the salesmen practicing on us; we do not want him to practice on our customers. As the training progresses his role-playing becomes more realistic; in the final phases he must role-play situations from the introduction to the close, with the many objections he will encounter in the field thrown at him. Modern visual teaching aids, of course, are used the few times we find it necessary to present material by the lecturing system. We use this method only when we are convinced the teaching cannot be done in a better way.

There are two serious schools of thought about sales training. One is to have a sales training director who covers all phases of the training himself. Another is to put one person in charge of training, but to involve everyone in the company who has specialized knowledge. We chose the

latter course, even though we realized that some of our experts need development as teachers.

Because we are dealing with mature men in our training school, we have had to subordinate our personalities—to build the man's confidence step by step—and to avoid taking the ball away from him. This sounds quite elementary but it is the most difficult thing in the world for an aggressive instructor to control his natural desires to "take over" the moment the salesman gets in trouble. If the salesman, on the other hand, is allowed to get out of these trouble spots by himself, he has learned a lasting lesson. The theory, of course, is that salesmen also learn by making mistakes. Our instructors are there to guide trainees and to render a critique at the end of each performance. The criticism is tempered so that the man hears first all the good things that he did and then the suggestions are made about how he might

improve his performance. Instead of the instructor continually referring to his own personal experiences, we find it is much more effective for him to refer to the successful methods used by other Angelica salesmen—in other words, involving a third person at the salesman's level.

Our instructors are reminded occasionally that the objective is to send a salesman into the field feeling that he can do a topnotch job of selling our line and not to leave with the attitude, "I can never be as good as the experts back at the home office." The training program is only as good as the results which can be produced.

A successful sales training program requires time, work, careful study and detailed planning. But most of all it calls for enthusiasm.

It takes enthusiasm to sell the program to top management.

It takes enthusiasm in the follow-through.

The End



KNOWS

HOW **DYNAMIC DAVENPORT** GROWS!

**DAVENPORT
NEWSPAPERS**

• MORNING • EVENING
• SUNDAY

—that's why they're adding new manufacturing space . . . in DAVENPORT!

**FOR THE NINTH CONSECUTIVE
YEAR—FIRST IN LINEAGE IN
ALL IOWA AND FIRST IN THE
QUAD-CITIES!**

Represented by Jann & Kelley

**CIRCULATING DAVENPORT, IOWA, ROCK
ISLAND, MOLINE AND EAST MOLINE, ILL.**



LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

- ✓ MORE BUYING POWER HERE
THAN IN ALL OF WEST VIRGINIA*
- ✓ NOT COVERED BY LOS ANGELES
AND SAN FRANCISCO NEWSPAPERS

Fly out to California and you see how mountains isolate the great inland Valley. This independent, self-contained area is a big rich market Coast newspapers just don't tap. Here the favorite newspapers are the three local Bee newspapers.

* Sales Management's 1955 Copyrighted Survey

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE



IT'S CALLED A SALES-BLAZER, this handsome self-selection unit which is currently increasing sales 50% to 150% in a variety of stores carrying Buxton leather goods. Unit permits display of a wide line and has space in the back for reserve stock. Features of each item are on acetate "Sellogram" sleeves. Pictured: Arbaugh's, Lansing, Mich.

Buxton Introduces New Self-Selection Unit— Gets More Sales from Less Floor Space

A new formula for selling leather goods is paying dividends for this wallet and change-purse firm. It combines the elements of attractive display with the advantages of self-service . . . impulse buying, total sales soar.

BY DANA COLLINGS • President, Buxton, Inc.*

Use the self-selection principle of merchandising: Show a complete selection of colors, styles, in every price range, and let the shopper serve herself.

With that formula we increased our 1954 sales of billfolds, French purses and Keytainers 40% over the 1953 figure. Figures for 1955 are not yet complete, but they are far ahead

of 1954 and we expect 1956 sales to be much better.

Having hit upon what we believe is the best way to sell billfolds and related items, we are pursuing that course with single-mindedness. Latest step in the program will be our offer this month of the Sales-Blazer self-selection unit — used by some 500 stores during the past two years — available with new light box for illumination. We also provide free of charge the special services of our con-

sulting industrial designer and store-planning expert, Neal Goldman.

A single Sales-Blazer displays 30 billfolds five deep—a total of 150 on front; or 60 French purses three deep—total of 180 on front; or any combination of billfolds, French purses or Keytainers. At the rear there is storage space in drawers for over 400 items. A store that uses the unit sells enough to make the operation highly profitable both to the retailer and to us.

We first offered Sales-Blazers on a wide scale two years ago, after initial testing at Lit Brothers and Snellenburg's, in Philadelphia. Previously billfolds and similar merchandise had been kept behind glass and brought out for inspection, piece by piece, or in jumbled assortments in one or two trays on the counter. Many retailers and their sales people were skeptical about the Buxton self-selection plan at first, fearing pilferage, and soiling. And when our one compact case was

* Springfield, Mass.

COMING SOON . . .

**The brand preference and buying habit story
of the BIG-spending St. Paul Market!**



**WRITE FOR YOUR COPY
OF THE
10TH ANNUAL
ST. PAUL**

CONSUMER ANALYSIS

\$1,073 a minute. \$64,380 an hour. \$564 million a year! That's how fast the free-spending shoppers in the St. Paul "half"* of the Twin Cities market drop their dollars into retail cash registers.

Want to find out how YOUR product rates in this better-than-half-a-billion-dollar market? That's easy. The brand new 1956 St. Paul Dispatch-Pioneer Press Consumer Analysis Survey will give you a crystal-clear picture of shopping habits and brand preferences of the 436,900 people who make the Dispatch-Pioneer Press their buying guide . . . and it will be available soon!

Reserve your copy now . . . by contacting your Ridder-Johns representative or by writing on your company letterhead to Consumer Analysis, Dept. D.

*Ramsey and Dakota counties
Source: May 10, 1955, Sales Management Survey of Buying Power.

ST. PAUL



DISPATCH

A RIDDER NEWSPAPER

PIONEER PRESS

REPRESENTATIVES

RIDDER-JOHNS, INC.

NEW YORK - CHICAGO - DETROIT

SAN FRANCISCO - LOS ANGELES

ST. PAUL - MINNEAPOLIS

How the Pittsburgh Corning Corp. uses businesspapers to stress exclusive product benefits



"Ten years of outstanding insulating performance proved FOAMGLAS stays dry!"

—F. J. Broun, Chief Engineer, Atlantic States, Inc., Philadelphia

PITTSBURGH CORNING CORPORATION • Box 100 • One National Center • Pittsburgh 22, Pa.

FOAMGLAS

OBJECTIVES:

Increase Foamglas insulation sales by demonstrating product superiority through exploitation of unique benefits to product users.

SCHEDULE:

Two-color pages and spreads in twelve business publications.

RESULTS:

"At PC's sales meeting, Industrial Insulation Sales Manager C. P. Barrett revealed irrefutable evidence that this campaign did its job . . . sales increased over 50% in just 2 years!"

AGENCY:

Ketchum, MacLeod & Grove, Inc.



building better
businesspapers...
better businesspaper
advertising



THE ASSOCIATED BUSINESS PUBLICATIONS

Founded 1906

205 East 42nd Street, New York 17, N. Y.



DESIGNER AND PRESIDENT. Neal Goldman (left), New York industrial designer, shows a Buxton billfold to the man who makes them, Buxton president, Dana Collings. Goldman designed Sales-Blazer self-selection case they're talking over. The dimensions of the case were felt to be vital. Goldman's design considers the customer, the salesgirl and the store owner's premium on floor space.

to replace two glass showcases, they feared volume would be reduced.

But we were right, and retailers happily acknowledged it in testimonials quoted in the brochure we brought out a year ago. Sample testimonials:

"The salesperson can be writing up one sale while three or four other customers are making selections."

"We have had less spoilage since we have installed the Sales-Blazer. Customers can see the merchandise so clearly, they handle it a lot less."

"When we replaced one of our regular cases with the Sales-Blazer, we found we could display 13 times as much merchandise in the same space, as well as maintain a complete stock in the back. We have just ordered another Sales-Blazer."

"Pilferage, if any, is so small it does not concern us at all. We are much more interested in our increased sales—up 48% the first month!"

Impressive Increases

Individual percentage increases during the first year were equally impressive, in such stores as Abraham & Straus, Brooklyn; Jordan Marsh, Boston; Herpolzheimer Co., Grand Rapids; Foley's, Houston; L. S. Donaldson, Co., Minneapolis; J. Goldsmith & Sons Co., Memphis. In the four Lit stores in the Philadelphia area an increase of over 40% was reported. Other stores reported increases up to 256%, the average ranging from 50% to 150%.

Our faith in the premise that display and self-selection sell goods was demonstrated again in our use of a

double-spread color advertisement in *The New York Times Magazine* last December 4. Dominant illustration was two merchandise-filled Sales-Blazers shown as a unit. Our aim was to impress consumers with the wide choice of leather goods available, and, over their shoulders, to educate retailers. One reason we chose the *Times Magazine* is because it is widely studied by retailers throughout the U.S.

This is how it all began. Industrial Designer Goldman got behind the counter during the testing period and sold many dollars' worth of billfolds. He learned, as he had suspected, that they are impulsive items . . . that pilferage is less when there is self-selection, because removing a billfold in a fixture like the Sales-Blazer leaves a blank space and is immediately noticed, whereas it is easy to remove a billfold from a heap without its being missed. He also learned that there's less soiling when the shopper can select visually before handling the merchandise.

"I learned about dimensions, too," recalls Goldman. "We hit on 51 1/4" as the right length for the unit. We chose 44 1/2" as the right height; it permits the salesgirl to reach the bottom row of billfolds in front, while standing behind the case. The other dimensions were all worked out through observation. We used what you might call a modular system, the bins measuring 9 15/16" each, accommodating one extended billfold or two French purses (for women); two closed billfolds; two or four Key-tainers."

Transparent Sleeves

Carrying out the self-service idea, we depend on the "Sellogram" sleeves, of clear acetate with printed descriptions of the various features of the item—that the pass case is removable, that there's a hidden compartment, that the patented Flickbar permits the addition of windows, etc. This helps salespeople, too, since they cannot be expected to remember all the features of the extensive Buxton line. We also added price runners. And at the top of each unit there are two etched brass name plates, bearing the name Buxton or Lady Buxton, or one of each.

The Sales-Blazers are made by cabinetmakers. The stores advise us of the finish they want to match their own décor, and we go to considerable effort to custom-finish each unit. For example, in the Jordan Marsh, Boston, store we had to match a special dark limed oak finish. For the new Jordan Marsh store in Miami the front of the Sales-Blazer was covered

with a new blue plastic fabric. For Titcher-Goettinger Co. in Dallas, the kick plate was covered in the same green marble that is used on the surrounding fixtures. For J. W. Robinson Co. in Beverly Hills, the entire Sales-Blazer was covered in a laminated Japanese reed material.

Buxton, a 62-year-old firm, makes billfolds, French purses for women, Keytainers, eyeglass cases, jewel boxes, and other items we describe as personal leather goods. Our big volume is in billfolds, approximately 70% of which are bought by women, many for men. Men's and women's styles are about evenly divided, women having become more important users of this merchandise in recent years. Billfolds and other such articles rank high as gifts; a large percentage are bought on impulse.

Use Direct Mail

Outlets are department stores, large stationery, luggage, and gift stores. Our 45 salesmen sell directly to stores throughout the country. Since there are so many prospective outlets for our products, direct mail has been used as an adjunct in covering the trade. The brochure currently going out is similar to that used last year to acquaint dealers with the advantages of display and self-selection. It is a rectangular format about 10½" by 16", with a photograph in color, much like the one appearing in the recent *Sunday Times Magazine*, on the cover. But instead of telling about sales increases of many individual stores, as last year's brochure did, it is a sort of case history of the experience of the F. & R. Lazarus Co., Columbus, O. It shows Designer Neal Goldman talking to Lazarus' buyer, it also shows a montage of more than a dozen photographs Goldman took while analyzing the problems of the store's personal leather goods department. It points out the defects of the old plan, with too many glass cases, too few storage drawers, a single cash register (unequal to handling peak loads). On another page is shown the blueprint for the redesigned department, and finally, the department as it appears today, with current improved sales figures, and a quotation from the buyer, ending with the thank-you tag line, "It was handed to us on a silver platter."

Buxton advertises to consumers through such magazines as *Life*, *The Saturday Evening Post*, and *Seventeen*, and to the trade through such media as *Luggage and Leather Goods*. Doyle Dane Bernbach, Inc., New York, is the advertising agency.

The End



Overcoats for Table Tops...

WHEN YOU MOVE LONG-DISTANCE THE MAYFLOWER WAY

► Whatever the pieces of furniture in any household, Mayflower has developed the safest methods and equipment for protecting them. Some pieces require special covers, like this dining room table. Others require special dollies, or trucks. Whatever is needed Mayflower provides it. This is just one of the reasons why you can put the greatest confidence in Mayflower for the safe delivery of household goods. It means peace of mind for the people you move... time saved for your company... and satisfaction for you! Call Mayflower next time!

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS

Mayflower Service is available through selected warehouse agents throughout the United States and Canada. Your local Mayflower agent is listed under Moving in the classified section of your telephone directory.



America's Finest Long-Distance Moving Service

whatever
your
position



TREASURER

You'll save time & money
by using this
**FREE IDEA
BOOKLET!**

THE **ELBE** LINE

First time ever, Elbe offers a comprehensive FREE IDEA BOOKLET! Strictly objective, it clearly explains when and how to use loose-leaf binders. This booklet, like all Elbe products, is designed to get results for you. Send for your personalized free copy today!

NEW YORK
SHOWROOM
411 E. 42nd St.

ELBE FILE & BINDER CO., INC.
America's Most Complete Source of Loose-Leaf Products & Sales Presentations
Dept. 8-8 FALL RIVER, MASS.

**Personalized
PENCILS FOR
PREMIUMS**

Perfect self-liquidator. We handle complete job—name, slogan, trademark, or entire letterhead. Choice of pencil and printing colors. Fine quality Dixon pencils. Ideal good-will builder. Attractive prices. Fast service.

**ADVERTISING
PENCILS**

Printed with your brand name, company name, slogan, trademark, or entire letterhead. Choice of pencil and printing colors. Fine quality Dixon pencils. Ideal good-will builder. Attractive prices. Fast service.

Write for Full Information
CINCINNATI PENCIL CO.
903 Broadway Cincinnati 2, Ohio

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

The Millions in Profile: A study of the New York market and readers of seven daily and six Sunday metropolitan newspapers. It was conducted by W. R. Simmons and Associates Research, Inc., and sponsored exclusively by *The New York News*, acting in consultation with the Technical Committee of the Advertising Research Foundation, Inc. The newspapers in the study are *The New York News*, *The New York Herald Tribune*, *The New York Times*, *The New York Mirror*, *The New York Journal-American*, *The New York World-Telegram & Sun*, *The New York Post*. The purpose of the study is to provide definitive and comparable information about both the qualitative aspects and the size of the adult audiences served by each of New York City's seven daily newspapers and six Sunday newspapers, and to offer a worthwhile contribution to the solution of advertising and marketing problems by providing the kind of information advertisers have long needed to more effectively capitalize the market's great potentialities. It measures adults in the New York metropolitan market in terms of age, sex, size of households, income, education, occupation, what they own and the products they buy and use. Included is a detailed explanation of how the survey was planned and conducted. Write to Herbert M. Steele, Promotion Director, *The New York News*, 220 E. 42nd St., New York.

Distribution of Grocery Products in 16 Markets: Report of the ninth survey conducted by Scripps-Howard Newspapers. Included in the study are 76 classifications of grocery store merchandise. All brands having 10% or more distribution in any market are listed. This year the combined city report covers 16 Scripps-Howard cities from New York to San Francisco. It emphasizes how few brands actually have national distribution and pinpoints the fact that many nationally recognized brands have strong distribution in some markets and weak representation in others—pointing up the fact that sales problems vary and that markets differ in the kind of promotional efforts which are needed. Included is a chart which

points out that about 78% of all brands tabulated had less than 30% distribution. Most of these brands with small distribution are local or regional brands, but their numbers are so great that they represent a real threat to the nationally known products that do not stay on their toes. Write to Harold Riesz, Director of Promotion and Research, Scripps-Howard Newspapers, 230 Park Ave., New York 17, N. Y.

Technical Information Needs of the Aviation Industry: An analysis of the detailed and interpretive information needed by the aviation industry, published by *Aviation Age*. It explains the function of business magazines and the function of technical magazines, and how within each company there are different groups of specialists with different interests. The problems each group face are dissimilar and therefore their information needs are dissimilar. For example, the sales group needs information about market trends; prices; contracts pending; contracts awarded; industry activity; personnel changes; conventions and meetings. The engineering group needs information about new products and materials; new methods, techniques, processes; product applications; industry problems; interpretations of new developments; new designs—what they accomplish; design trends. The production group needs information about new production equipment; new materials; new techniques and methods; machine adaptability; how to solve production problems; efficient plant layout; production planning. Write to William G. Maas, Sales Manager, *Aviation Age*, 205 E. 42nd St., New York 17, N. Y.

Selling America on the Move: Idea file on point-of-purchase merchandising, put out by Chicago Show Printing Co. It shows examples of what manufacturers are using in the way of cardboard, illuminated and animated displays; paper window trim; Stanzall cardboard outdoor signs; cloth and Kanvet fiber banners and pennants; Mystik can and bottle holders; Mystik Self-Stik displays and labels; booklets and folders, and

many others for varied indoor and outdoor use. Included are samples and success stories. Among the company displays pictured are Ford truck, Universal range, Skelgas water heaters, Brooks catsup, Westinghouse table and portable radios, Post's cereal pantry, Aunt Jemima pancakes, Kleenex, Shell Oil, Gordon's gin, Piel's beer, Hills Bros. coffee, John Deere sweeps and shovels. Write to Peter Brown, Advertising Manager, Chicago Show Printing Co., 2635 N. Kildare Ave., Chicago 39, Ill.

The U. S. Industrial Market:

Report of an analysis made by *Mill & Factory*, which gives complete details of the American industrial market. It is compiled so that it can be used to calculate national sales quotas; establish sales quotas for sales territories; determine how many salesmen are needed in a given area; plan how many distributors are required and where; locate branch plants and warehouses; apportion advertising cost by sales territories; design advertising programs to obtain maximum value per advertising dollar. Included are percentage of gain in manufacturing employment; regional distribution of today's industrial market compared with prewar; gain by states in manufacturing employment; number of larger plants (100 or more employees); number of manufacturing establishments in each industry divided by employee size groups, by industry and by state; major industrial trading areas of the U. S. (state and county breakdown). Write to Ted de Alberich, Promotion Manager, *Mill & Factory*, 205 E. 42nd St., New York 17, N.Y.

The Visitor Industry in Hawaii:

A preliminary report on essential programs of action for the development of Hawaii's visitor industry for the period 1955-1965. Prepared by The Research Committee of The Hawaii Visitors Bureau and The Tourist Industry Committee, it is reported to be the first attempt at an industry-wide evaluation on an All-Island basis. It is an outline of the central features of a 10-year development program. In formulating the report, the services of John Child & Co., market and travel research, Honolulu, were utilized for assembling such data as growth of tourist trade—past and future—and factors affecting growth; expenditures of U. S. visitors in Hawaii compared with their combined expenditures in Asia, Australia, New Zealand and Oceania, 1948-1954; advertising and promo-

tion, 1955-1965; number of visitors to Hawaii by month, 1951-1955; origin of visitors by regions; visitor characteristics as related to advertising; number of visitors by age, 1954; increase in number of visitors by age, 1951-1954; total passenger transportation between all islands; hotel accommodations by islands, January 1955; visitor dollars—where they go, who gets them. Write to John F. Child, Jr., John Child & Co., Market and Travel Research, 821 Alakea St., Honolulu 13, Hawaii.

For Audio-Visual Users:

Directory published by the National Audio-Visual Association, which includes information about the specific services offered by more than 400 audio-visual dealers. It lists NAVA dealers by geographical location so that audio-visual users can use the facilities and services of any dealer—in a local or unfamiliar area—for sales meetings, conferences or any other situation involving the use of audio-visual materials. Each dealer listing is coded to show where a user can find each of 15 types of audio-visual equipment for rental; which dealers offer projection service, projection room facilities and equipment repairs; where A-V equipment, accessories, films and filmstrips can be purchased. Write to Don White, Executive Vice-President, National Audio-Visual Association, Inc., 2540 Eastwood Ave., Evanston, Ill.

Products Sold by Food Stores:

Report from *Capper's Farmer* subscribers on use and brand preference. A brief summary: Almost every family (96%) buys ready-to-eat cereals; about 9 out of 10 serve hot cereals. Fruits and vegetables are well represented in the homes at meal time. Better than 4 out of 5 families buy canned soups. Dairy products play an important role: 8 out of 9 families buy packaged ice cream; 87% buy cheese for slicing or melting; 56% buy butter; 52% buy cream cheese; 42% buy canned milk. Salad dressing and condiments are popular. Seventy percent buy vegetable shortening; 54% buy margarine and 36% buy lard. In addition to a supply of home-produced fresh cured and frozen meats, the farm family buys a wide assortment of commercially prepared meats and meat products. Eighty-three percent buy flavored gelatin; 66%, packaged powders for puddings or pie fillings; 58%, tapioca. For the full report, write to Victor Hawkins, Director of Research, Capper Publications, Inc., 912 Kansas Ave., Topeka, Kan.

The End



CATALOGS Should Be PRACTICAL

Loose-Leaf—for easy addition or deletion of pages. **Durable**—because they get a lot of handling. **Flat stacking**—for neat desk piles. **Flat opening**—for easy handling and readability. **Expandable**—for additions of possibly bulky material. **Economical**—because quantities run into money.

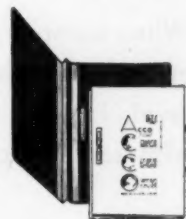
This all adds up to Accopress Binders for your catalog covers. They give your catalogs all the above advantages—plus all the appeal you can build into a cover with color, embossing or printing.

Write us your needs, or ask your stationer to show you the complete Acco line for keeping papers together in every department of your business.



The Accopress Binder combines loose leaf convenience, large capacity and economy. Ideal for Catalog Covers.

When transfer time comes just slip the bound papers from the Accobind Folder, insert a new Acco Fastener and the Folder is ready for another year's filing.



ACCOBIND folders

ACCOPRESS binders

PIN-PRONG binders

(for marginal multiple punched forms)

ACCO clamps

ACCO punches

THE ACCOWAY SYSTEM

(for filing Blueprints and all large sheets)

and other filing supplies

ACCO PRODUCTS, Inc.

Ogdensburg, New York

In Canada: Acco Canadian Co., Ltd., Toronto



THE FIRST ADVERTISEMENT of Pabco's present continuing theme is shown at left. It was run in 1954. The other two ads are representative of those which appeared in 1955 and which will continue to be placed during 1956. The "Young in Heart" theme, with heart and halo, and a light and airy art technique, have practically become a Pabco trademark to the American homemaker.

Why Pabco Won't Change Its Promotion Theme in '56

BY G. V. GEAR
General Advertising Manager
Pabco Products, Inc.*

When company and agency admen tire of it, a campaign may be reaching maximum effectiveness at the consumer level. Hence, this floor-covering firm begins third year with same approach—aimed at the "Young in Heart."

This month, when we launch our floor-covering advertising campaign for 1956, we will feature a theme we first established at midyear in 1954 and have been playing on throughout 1955: A thoroughly integrated program directed at the "Young in Heart." Conventional admen, who are inclined to favor changing advertising themes as the seasons change, may wonder why a company like ours apparently plays the same tune from year to year. There are sound reasons, all adding up to consumer response and sales effectiveness.

We believe, and the facts are bearing us out, that when a company's and an agency's advertising men become

* San Francisco, Calif.

tired of the format, theme and general approach of the advertising they have created, right then is when the program is beginning to be effective at the consumer level. Too often, advertising campaigns and formats are summarily changed for no more objective reason than that the people who work with them are tired of them. In seeking something they believe will be better, though it may merely refresh them because it is different, they may throw away valuable buildup. Here is Pabco's thinking and experience:

In the second half of 1954 (July 1 was the starting date) we deliberately launched a campaign to establish the "Young in Heart" theme and a completely new technique in

floor-covering advertising. We placed full-color, full-page copy in national-circulation publications featuring our "California Originals" linoleum.

Most manufacturers then, as now, whether for linoleum, home furnishings, draperies or appliances, were using room scenes. We used an art technique and developed a light and airy touch—a special atmosphere for our products. The advertising was placed in home service magazines, which have continued to be the basis of our program, and several other publications read by young homemakers. This copy built up and established Pabco floor coverings as youthful, modern, "alive with color, style, new ideas," to quote the text of the first advertisement. We spoke of "the new fashion-flair linoleum in exciting colors, exclusive style . . . created by young western designers for light-hearted living."

In January 1955 we were ready with a completely integrated merchandising campaign, all wrapped around the "Young in Heart" theme and the symbol created for it, a heart and a halo. This campaign included, besides the advertising in eight national magazines, dealer ad mats, point-of-purchase advertising, sales literature, packaging, and even such details as heart-and-halo lapel or tie pins to be worn by our salesmen and distributors. Trade advertising familiarized dealers with the theme. Our sales meetings exposed the field men to the spirit of the campaign, which was aided by suitable music.

Sales tools, as well as catalogs and pattern books for customers, featured the campaign's theme. Symbol, colors, and airy treatment set the pattern books apart from the conventional solemn kind and attracted women shopping in the stores for floor-covering ideas.

This integrated program has produced a definite, cumulative build-up. It has provided the opportunity to establish continuity over a period of time; we believe this is necessary with a product such as ours.

Floor covering is not in the impulse category. It calls for a different promotional technique from that of cigarettes, canned soup, perfume. Long-range planning may precede a purchase: The homemaker knows she will live with the linoleum perhaps 10 or 15 years. The period between the time a magazine reader notices one of our advertisements and pays a visit to a floor-covering store may be one of weeks or months. The impact of the advertising is not thereby lost; on the contrary it is intensified if, over a period of months, or even years, a potential customer has a chance to

How it feels to be a client

As a client, did you ever look across your desk at the agency people and wonder: "Would they make the same recommendations if they sat on *my* side of the desk?"

It *is* different on your side of the desk. You have to think of so many things over and above and behind the campaign idea and sparkling copy. Things like how to get the sales force working solidly behind the campaign at the right time . . . how to pacify that big jobber who's miffed because you're not putting more advertising money into his territory . . . how long will slow delivery of parts delay introduction of the new model, and will competition beat you to the punch . . . and if they do—

As a client you have to think like a plant manager, salesman, controller, and stockholder all at the same time. It's a lot different from the high enthusiasm of creation. So it's not strange if you wonder occasionally, "How would the agency talk if they sat on *my* side of the desk?"

We *have* sat on your side of the desk. All of our principals and most of our account men have worked in advertising and/or sales departments. We know how it feels to be a client.

We think we're a better agency because of that. In our work with clients, we try never to lose sight of the thousand and one practical, and sometimes frustrating, realities they (and we) must live with.

First-hand understanding of client problems gives us, and our clients, two main advantages:

First, it makes more productive our method of working as *marketing partners*, rather than as mere suppliers of advertisements.

And second, it makes our recommendations more consistently responsible, realistic—and effective.

A very important "house rule" has grown out of our experience on the client's side of the desk. It is applied to every recommendation we make before we make it, and it is simply this:

"Would we think this was so good if we were spending our money?"

We know how it feels to be a client.

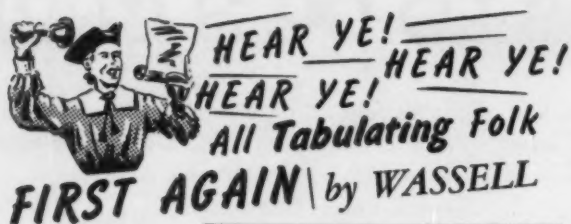


Marsteller, Rickard,
Gebhardt and Reed, Inc.

A D V E R T I S I N G

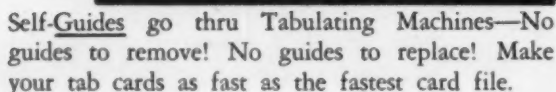
NEW YORK • CHICAGO • PITTSBURGH
AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.



Plas-ta-card

SELF- GUIDE



Effective Tools for Effective Management
WASSELL ORGANIZATION, INC. Westport, Conn.

If, however, we had changed our theme and technique by the time the shopper got around to buying floor tile, linoleum, or a nursery rug, the name Pabco might be less likely to register. You can't do as much promotionally with an ordinary trademark or name as you can with something emotional and colorful like the "Young in Heart" theme with its direct appeal and charm.

Whereas we discard change for the sake of change in favor of continuity, we are not in a rut. Continuity of theme, format, technique and atmosphere does not rule out transitional changes. Anyone familiar with our format and copy, handled by Brischner, Wheeler & Staff, San Francisco, will have noticed that the variations on the theme throughout the many months have kept it fresh, alive, and interesting.

We have every evidence that the campaign is increasingly effective at consumer and dealer levels. Sales for 1955 in our Floor Coverings Division are up over 1954. All concerned agree that the advertising and integrated promotion have played a big part in winning this new volume.

Consumer inquiries produced by the advertising are up several hundred percent over those from previous advertising campaigns, and we have noticed something quite interesting about these inquiries—they are all about linoleum. When we employed room scenes to illustrate our copy, it was not uncommon for someone to write in and ask about "that darling lamp," or the decorator who designed the room! Now our emphasis is entirely on the floor, and potential customers respond as we hoped they would.

And the trade? When dealers of their own volition tell us that they have seen our advertising and like it, we know we are accomplishing something. They, too, are responding to the cumulative effect of the repeated impacts of this integrated campaign and getting into the spirit of it with their own promotions, aided by our special display service.

All of this convinces us that change, far from being indicated, would be foolish. In 1956 we expect to continue our appeal to "the young in heart," proceeding at about the same tempo as in 1955. We will also continue to use the home service magazines as the basis of our campaign.

The End

SALES MANAGEMENT

An all-time record!
52,490,583

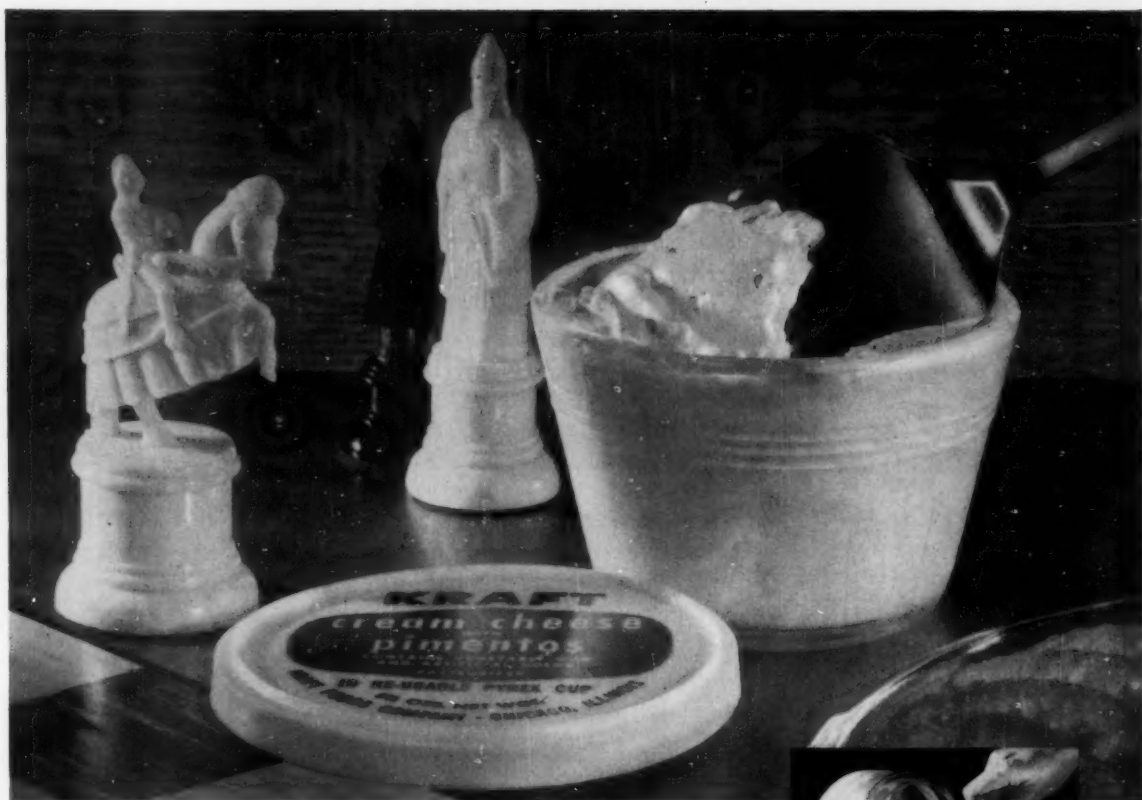
**lines of advertising published in 1955
by The Times-Picayune New Orleans States
4,598,977 lines more than in 1954**

The Times-Picayune
NEW ORLEANS STATES

Represented by Jann & Kelley, Inc.

CIRCULATION
Daily 284,582, Sunday 286,447

A. B. C. Publisher's Statement 1st qtr. 1955



Ever think what a

PYREX® CONTAINER

might do for your sales?

Take the PYREX custard cup Kraft uses for cheese. It's a package *and* a premium.

The reasons Kraft chose a PYREX container over other kinds could lead you to the same choice and bring you increased sales.

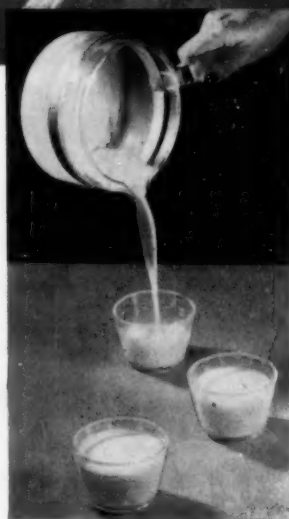
The Kraft PYREX package is attractive on display. It draws customers. Its reusability gets an instant and approving nod. Housewives instantly recognize the value of PYREX heat-resistant cooking ware.

Kraft's container becomes a custard cup, dessert mold or baking dish

for "pint-size" pies and cakes. There should be at least one for every family member. The PYREX trademark is a multiple sales builder.

PYREX containers can become premium packages in many forms besides cups—as deep dishes, bottles, tumblers, carafes, to mention a few.

We may be able to contribute considerably to your premium package thinking. We'd like the chance to talk with you—or send you more information. Write, phone or wire Appliance Parts Sales, Corning Glass Works, Corning, New York.



This PYREX premium package is increasing sales of Kraft cheese.



CORNING GLASS WORKS, CORNING, N. Y.

38-3 Crystal Street

Corning means research in Glass

A tribute to the man who keeps America on the move . . .

The Salesman

A salesman is smart, not "smart-alecky," personable but not "personal" except with good reason, aggressive but never offensive, considerate under any condition.

He may not know the word empathy but practices its meaning by constantly asking himself, "What would I do if I were in my customer's place?"

His interests are as broad as the lives of the people he contacts. His opinions are strong, but he keeps them to himself until he finds a chance to tell every fact with tact. If he is religious, you'll find him deeply so, because he doesn't believe in going halfway with anything.

Early in his career, he learns that he must keep his spirit up while his shoes wear down. He knows that it takes fewer muscles to smile than to frown, so he smiles even while wondering how he'll get along without the big order he missed.

He thinks of selling as a service, not merely a way to earn money. If necessary, he gives service long after the order is gone—sometimes when no new order is in sight. He isn't too proud to make a delivery or soil his hands learning the inside work that makes his job possible.

He creates sales by finding new markets, new applications, new tie-ins with other products—and often helps his customers sell the things he sold them.

His drive keeps the machines turning, the machinists at work. Without him, industry couldn't survive—except on a small scale.

You'll find some of these qualities in every salesman—all of them in the best salesman. He is a man we tip our hats to!

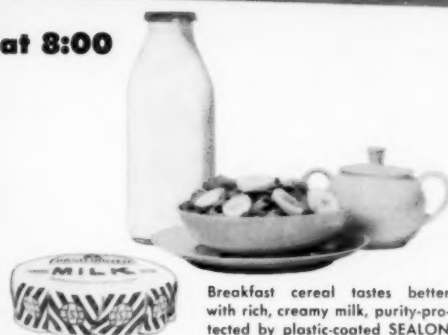
—By Webster Kuswa



Copyright The Heinn Co., Milwaukee

today and every day
32,000,000 people use
a Sealright product

at 8:00



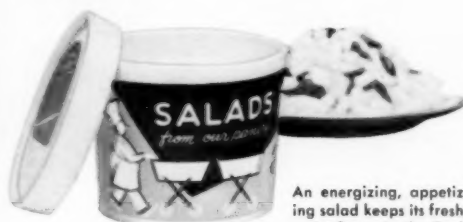
Breakfast cereal tastes better with rich, creamy milk, purity-protected by plastic-coated SEALON milk bottle closures.

at 10:00



Mid-morning snack is enjoyed in paper PLASTI-CUPS for true hot beverage flavor protection.

at NOON



An energizing, appetizing salad keeps its fresh, moist flavor in the Sealright plastic-coated NESTYLE food container.

at 4:00



An afternoon break looks inviting in the easy to pour from plastic-coated SEAL-KING paper milk bottle.

at 7:00



America's favorite dessert, ice cream, comes packed in the easy to spoon from plastic-coated NESTYLE ice cream containers.



They all love the true flavor protection
of SEALRIGHT plastic-coated paper
containers and closures.

Always FIRST to bring the customer the
finest in products that offer more convenience
and true flavor enjoyment—
at HOME and at WORK.



Sealright CO., INC.

A Division of Oswego Falls Corp.



"Real suspense . . . see. Then real pathos. This guy is making up a million dollar newspaper schedule . . . see. He gets to Cincinnati, forgets things have changed . . . see. And pow! Get it? Colossal!"*



***CHANGE No. 1:** The daily with the largest CITY ZONE as well as TOTAL circulation is now the Cincinnati Enquirer.

CHANGE No. 2: The daily that carries the MOST ADVERTISING, Retail, Classified, Automotive and TOTAL, is now the Cincinnati Enquirer.



And . . . as always . . . SOLID Cincinnati reads the Cincinnati Enquirer • Represented by Moloney, Regan & Schmitt, Inc.



PART II
of a symposium
in two parts

What about the Older Salesman Who Isn't Management Timber?

Nearly every company faces this problem. Our last issue carried the ideas and opinions on this subject of 27 sales executives. Here are the views of more top managers who frequently meet and ponder this challenge—even as you.

It is inevitable that advancing years will tend to slow the pace of even a star salesman. What then does a company do to make full use of the man's experience and yet avoid inadequate coverage of a prime territory? The problem is not beyond solution.

In the February 15 issue, a cross-section of sales managers gave their views and their methods for coping with this situation. They all approached the problem with the welfare of both the man and the company in mind.

The approaches varied, however. Some companies were able to give the man an important inside job, while others could not. Some favored assigning a junior to him; others felt this should be avoided. All of them were aware that a problem exists.

Here are some more quotes from still other sales managers on this difficult problem in human relations:

"Appeal to His Pride, Make Use of His Skills"

We find it difficult to believe we can no longer motivate a salesman who has previously been a productive and cooperative co-worker. In his years with the company, he has absorbed much know-how which can benefit both himself and his company. We like to call such a man into a sales meeting at which many younger men are in attendance and instill in him the desire to transmit to the younger men his thinking as to how a territory should be worked productively. We like to discuss potentials

with him and let him scan statistics of turnover in his own and contiguous territories, requesting that he give to us the benefit of his many years of experience. Weaknesses in his own territorial performance will show up like a sore thumb, and he, himself, in analyzing, must comment on any unfavorable aspects in his own operations.

We find that working with the man after he has analyzed the basic problem of which we are aware, acts as a far more effective motivating factor than would be the case if we initially brought him into the office for a critical "jam session." Humanism should be a basic part of sales management, and if the proper relationship exists between inside and outside personnel and between the individual and his immediate superior, much can be done to overcome the problem.

We have always felt that the wife of our field representative is an integral part of our company and she should not be neglected if the case is a drastic one. Such a man should not, in my opinion, be dismissed; he should be salvaged and I sincerely believe that he can be unless his former habits

have been altered to the degree that he no longer is a stable individual. If the alteration is such that he no longer is the type of individual who should be a member of the organization, then dismissal obviously should be implemented.

A territorial transfer is sometimes effective and can be initiated by calling the man into the office and telling him that we need an experienced man in a territory other than that in which he is working and that we believe he is the man to do a real job in the area referred to. A productive area can be chosen which, to show results, might not need dynamic drive which this particular individual was able to demonstrate in previous years. However, it is believed that in most instances the quality and quantity of the work of the individual can be stepped up in his current area of operations.

"It's Our Obligation To Keep These Men"

Generally speaking, salesmen arriving at the twilight of their careers have devoted about 15 to 20 years of their lives to the company up to that point, and we feel a definite obligation to retain them in territories which afford at least somewhere near the earnings to which they have been accustomed. We will grant the fact that a territory probably does not produce its maximum to the company under these conditions, but, after all, when a salesman has devoted that much of his life to a business, we feel we have a definite obligation to continue him in a territory until retirement age of 65.

"Keep Tabs on Efficiency. Provide Supervisory Help"

We prepare a monthly performance chart which points up the rank and the merchandising performance of every representative on a divisional basis. Since we are a merchandising organization with the bulk of our work concentrated in servicing super markets and superettes, we are able to study several different departments of a man's work and to statistically illustrate where he stands in comparison with the other men in the organization.

Our divisional men are then trained to help the older men as well as the younger men to achieve an even higher level of performance. Such an effort is based primarily on maintain-

ing a continuous merchandising program at the retail and the wholesale level.

This plan helps in some ways but we are still faced with a problem of getting the older men to produce the extra effort that would help to capitalize on the advertising in their territories. While we feel that our men are willing to compete with the other men in the organization, we still find a mental block that appears to prevent them from accepting new ideas and new techniques. On the other hand, we have had an experience within the last two years of promoting a 25-year man into supervision. While this man has achieved a relative degree of success, we find that his loyalties toward the older techniques and patterns are coming to the front.

"Use as Trainers or Find a Junior Teammate"

Our salesmen work strictly on commission. It is up to them to plan for their own retirement income. Some apparently have made excellent plans in this respect and we have a sneaking feeling that there are some who have made no future plans.

When a man's productivity begins to drop, it is unfair to fire him. There still is a lot of good to be gained through reliance on the man's experience and company know-how. In many cases they can be utilized in inside work—especially in new employee training programs.

Assuming a man is not suitable for inside work, and acknowledging it is impractical to "freeze a territory," it is possible to induce him to employ an assistant, paying him out of his own commission income. The experienced man can handle the more difficult accounts and at the same time have ample time for directing his assistant's efforts. Two men in a territory should be able to develop new business so that the salary to the assistant would not represent a total loss to the older man.

In extreme cases a company might replace the older man and retain him as a consultant on an annual diminishing straight salary for approximately three to five years. Utilizing this procedure, the company would have direct control over the senior salesman or consultant and undoubtedly would be able to get full value for the salary paid.

We have had no experience in moving these men to inside sales jobs, but our present opinion is that they would not have the imagination, vision and risk-taking capabilities required in future sales planning.

"In Our Case, Some Became Distributors"

Our field sales organization consisted of only three or four salesmen until after World War II. As a result, the majority of the men are still young.

Previous to the war, however, we did have a branch operation and several branch managers had reached this stage in their experience with the company. At that time (1939 and 1940) the company decided on a policy of selling entirely through distributors rather than through company-owned branches, and arrangements were made for these older men to purchase branches which they had been operating and become independent distributors. We feel that this move was very successful, as these men were not only thoroughly schooled in the operation of such a business through their branch experience, but had their roots firmly planted in these territories and were recognized as established people in the community.

I would like to suggest this as a possibility under circumstances where field men have become well established in a territory and there is need for a distributor outlet. This would provide older men with an opportunity to operate independently without making it necessary for them to move to a home office and go through the problems of changing their established methods of doing things. They also can take advantage of acquaintanceships they have built up in their territories and the many years of company and product knowledge.

"Shrink the Territory Or Bring the Man Inside"

We have found that each of our older salesmen presents a special problem and have treated them individually. In several cases we have had good results in reducing the physical size of a man's territory to a concentrated one where the business is already well established, generally by the man himself over a period of years, and where he would not be faced with the pioneering or highly competitive conditions that development of a new territory generally presents.

A situation of this kind is explored thoroughly with the salesman by his manager, records of the territory carefully examined and, in most cases, both we and the man are happy with the results he can produce in a sharply reduced territory, where the man recognizes that he cannot expect to main-

FLINT...skyrockets to a new high in 1955!

Payroll
Increases
\$ 100,000,000
Over
1954

the brightest star in Michigan

Flint's Industrial
Payroll Hits
\$ 500,000,000
in 1955

Employment
Increases
12,900

85,190
Industrial
Employees

Savings
Deposits
Increase
\$ 15,000,000

New Home Spending
Increases to
\$ 21,125,490

Per Capita
Annual Wage
\$ 5,669

Retail Sales
Second in
Michigan

\$ 2,000,000,000
Check Book
Spending

The Flint Journal

Circulation, January 3, 1956 94,547
1955 Advertising Linage ... 34,954,808 lines

AND IT WILL BE EVEN BETTER IN '56

"the best of Michigan"

BOOTH NEWSPAPERS

THE BAY CITY TIMES THE KALAMAZOO GAZETTE
THE SAGINAW NEWS JACKSON CITIZEN PATRIOT

THE FLINT JOURNAL THE GRAND RAPIDS PRESS
THE ANN ARBOR NEWS THE MUSKEGON CHRONICLE

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd St., New York 17, Oxford 7-1280; Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680; Brice McQuillen, 785 Market St., San Francisco 3, Sutter 1-3401; William Shurtliff, 1612 Ford Bldg., Detroit 26, Woodward 1-0972.

tain the high level of earnings possible in a full-size territory.

We have one instance of a man who had leveled off in personal selling, but whose interest was renewed and challenged by making him a supervisor of other salesmen in a metropolitan area. He has worked out excellently.

In three or four cases, each in a large metropolitan branch, we have made men of this type a proposition as "inside" salesmen. They are placed on a straight salary, generally about 50% more than their previous weekly drawing account, and usually amounting to about 60% to 70% of their earnings averaged over the previous several years. In these jobs they take care of telephone inquiries, walk-in customers, compile sales records, check other salesmen's stock and similar miscellaneous duties connected with sales.

In several cases of this nature we have been surprised in talking with men about 60 years old, or nearly so, to learn that they have been thinking of retirement and have either a hobby which would produce income, or a friend in the type of business they would like. Several men have seemed to be relieved when they could have time to plan a transition to an entirely different type of work requiring less physical effort and something they would enjoy doing. For example, a few of our men have gone into stationery stores as salesmen, using their experience with that part of our line sold through stationery stores and their sales experience to good advantage to themselves and their new employers.

"Experience Is Valuable; Find a Spot to Use It"

In a large organization like ours where we have salesmen who are reaching the retirement age, or may have 10 to 12 years to go, we usually are able to find another type of position for them within the organization. This has worked out most advantageously in some of the positions to which these men have been assigned—because of their long experience and knowledge of the business. There is no question but what there is an obligation here with these men. While sometimes it is difficult to fit a certain man into a certain position, the condition does not come up too frequently, and up till this time we have been most successful in working these men into our own organization. In this way we are able to keep the individual happy and at the same time gain the benefit of his long experience and knowledge of the business.

"Show Men How to Adopt New Ideas and Techniques"

The primary reason for failure to realize potentials is resistance to change. Our answer has been to work harder in our efforts to show the older men the advantages of changing their methods and the possibilities in trying new approaches. So far we have had success. Where this method does not give the results we expect, we have discussed early retirement.

Our company is not large enough to shift our sales personnel into the home office. We would not consider using such salesmen for training purposes. To do so would seem to perpetuate the same failing they have shown. We are fortunate in having a pension plan which will allow us to carry out an early retirement if this becomes necessary.

"Tackle the Problem By Studying Motivation"

Several months ago we had a session at one of our supervisors' conferences on the subject of motivating old-timers. We posed the problem of an older salesman who had been in his territory a long time, was pretty well in a rut, wasn't getting the results he should. Here are some of the ideas that came out of the meeting as to how to jack him out of the rut and into producing better results:

Come right out with the problem and discuss and review it with him. Perhaps give him a new assignment or a new territory. This is perhaps a more drastic solution, but if he would accept it, the results might be excellent.

Compliment him on his work in general and appeal to him to improve those phases of it that need it, bringing them up to the level of his good points, such as his friendship with his customers, good trade relations, etc.

Special assignments could offer a real challenge to him, either in or outside his own territory. Send him, perhaps, on a special assignment for a few days with a new man or to a weak territory, asking him to see what he can do. Increase his responsibility if it is at all possible, to see if that can't help him get going. Appeal to his pride in various ways "to set an example to the newer men coming along." Contests sometimes stimulate the pride of an older salesman; he wants to be sure he is up among the winners.

Use him as an expert. Pose a particular problem to him and ask him

to use his territory as an experimental territory to come up with a way to sell more of a certain item. Give him a few ideas to start him off and ask for a report on the results he obtains so that you can use it with other territories.

Go out with him and demonstrate some of the ways in which he is missing business. Demonstrate the proper way to get more. Help him with a new organizational work plan.

"Remember Man's Hunger for Recognition"

Over the years we have had a goodly number of salesmen who have remained with our firm for long periods of service in the field. So long as these men have continued to pull their weight in the area to which they are assigned, there has never been much of a problem about keeping them on the job rather than letting them go or trying to reassign them to other work.

On the other hand, we have been concerned in some situations where, as opportunities for promotions (perhaps to sales managers or similar jobs) have come up, some of these old-timers have been passed by for such promotions for specific reasons. We have been conscious that when this has happened once or twice, it could injure the man's morale. How to overcome that has been a real problem.

One plan we tried was to give special recognition to such a group at the time of our annual sales meeting and giving them the recognition of a so-called "Sales Leaders' Club." I think this had some beneficial effect, though it was difficult to devise a formula which could be universally applied. Our men operate in fixed geographical territories, and their actual volume and potential volumes are not always the same, so the use of volume as a pure measure is not entirely desirable. Frankly, we have never developed a formula that was satisfactory to pick out the sales leaders in this respect.

Another effort we have considered, though never really put into force, was to designate these men as "senior salesmen" and to attempt to draw them in on a Sales Advisory Council. Perhaps they would be brought into headquarters once or twice a year and at the time when our regular sales managers were meeting so that they could participate in the discussion of our problems affecting sales. We think that there comes a time when almost every individual seeks



+

Practical Builder

...the plus you don't see

When you pick up a copy of Practical Builder you see the work of the men who produced that issue; but what you don't see are the other men who, directly or indirectly, influenced the concept and content of that issue. They are the men who edit the other 5 magazines produced at Building Industry Headquarters. Our family of editors is a large family: 35 seasoned men who work full-time at the building business. As the *largest magazine publishers in the building industry*, Industrial Publications Inc. naturally has the greatest personnel. We have been at it longer and we serve more industry factors: manufacturers, distributors, jobbers, dealers, builders. Building industry veterans that we are, it is easy to see why readers and advertisers alike regard us as the most influential publisher in the industry...the fountainhead of authentic information on every phase of building. *Thus you get more than PB when you buy PB.* You get "the mostest of the bestest"...the men who not only pack each issue with views, news and ideas but who originated and pioneered such industry-wide crusades as "*Spend for the Home First*," "*Smart People Build before a Boom*," "*Your Only Real Security, a Home of Your Own*" and many others. Solid stuff to think about when you buy white space in the building industry!

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Publishers of Practical Builder, Building Supply News,
Building Material Merchant and Wholesaler, Ceramic Industry,
Brick and Clay Record and Masonry Building.



September 5, 1774...

State House, Philadelphia.

First Continental Congress is organized by

Meeting and Agreement

And after a series of meetings the delegates,
representing 12 states — or colonies — created
the Articles of Confederation.





Where Advertisers and Agencies Meet and Agree

10:42 A.M....Tuesday, March 6, 1956...plans room of national advertiser and his agency.

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The guide: the one authority equally accepted by government and industry, contact and media,

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Sales Management

The Magazine of Marketing



The Survey of Buying Power

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Call your local agent listed under "Moving" in the Yellow Pages of your phone book, or write Dept. D, 2431 Irving Park Rd., Chicago 18, Ill.

NATIONAL VAN LINES
SINCE 1929
America's Fastest Growing Nationwide Moving Company

and appreciates recognition as much as or more than monetary reward. With respect to salesmen who have done an excellent job but who have passed their peak, the problem is somewhat different and is even more difficult.

At present our employees are obliged to retire at the age of 65, so what we're talking about in most instances of this kind are the salesmen who have reached their late 50's or early 60's and have a few more years to go before retirement. Before we had a formal retirement program, we did try to bring in such good salesmen to other less difficult duties. In one or two instances this was done relatively successfully. In one case, a man was brought in and placed in our Sales Department as a customer contact man. This worked out extremely well for a considerable time.

In another instance, an older salesman was brought in to our headquarters to perform a storekeeping task which was of importance.

The main difficulty with instances of this kind is that, except in unusual circumstances, it requires a man to uproot himself and move at a late time in his life. With many men these more routine tasks would not be liked and therefore would not be filled adequately. At best, this possibility seems to us to afford few opportunities.

One program we have tried with some success in a few instances, involving particularly capable salesmen, was to reduce their territories to rather small areas compared to the territories they had covered in previous years. The smaller territory most generally comprised a pretty good marketing center with a reasonable volume potential. Yet, the distances involved and the time required to cover the business in a fashion turning up even a better volume than we had been enjoying would not perhaps demand an experienced salesman's full time.

The benefit of handling the situation in this way was that it did not necessitate letting the man go; it kept him busy but with somewhat less demand on a full day that would be expected of the average younger salesman. It capitalized on the older man's talents and long experience. Results have been satisfactory. We have generally obtained somewhat more business from the small area due to the existing potential and the experienced man's ability to obtain orders with less wasted motions than a younger man. The older salesman has felt that he was still contributing importantly to the company's progress, yet he was not faced with exhausting dis-

tances to travel and the burden of too many accounts.

If a man has retained his sales skills, we think this is a good way of handling his years when he begins or wants to slow down but before his actual retirement occurs.

"Inside Sales Jobs Are One Answer"

What we have always tried to do was to bring the man inside and place him in a general sales capacity. The men we have had in this category we assigned to take care of people who came into the office if the regular salesmen were not available. We also used them for contacting buying representatives in New York City and taking care of out-of-town accounts when they called.

"Office Jobs Work Out Fairly Well"

As a general rule, we have endeavored to transfer older men whose field work is declining to office or administrative jobs whenever possible, and these men have worked out fairly well in their new positions.

In other cases, we have decreased the size of territories and more or less carried the man for his last few working years. There have been occasions when it was necessary to release older men, but fortunately these have been few, and in most instances more than just inefficient performance of duties was involved.

"Make a Job to Match The Qualifications"

In the few instances in which we have encountered the problem of the older salesman, we have found the solution in tailoring a job for the individual based on what he *could* do and *would* do—particularly the latter. Although some reduction in income results, there has been a compensating reduction in performance demands and responsibility which makes "selling" the arrangement to the individual fairly easy.

Whatever is left over of the original job is either assigned to neighboring territories or, as usually happens, enough remains to justify the employment of a younger salesman.

We view dimly the prospects of making trainers of such individuals or being able to "break them to desks" with an inside job in the sales department.

The End

Facts in Jig-Time

... when they're at the salesman's fingertips, the service man's elbow, and the customer's command, they save time, cut sales costs, build good will. Today there are umptysteen versions of the ingenious little robot fact-finders whose design is based on the principle of the engineer's slide rule.

Fact-finders and fact-organizers, usually in the form of a wheel or "slide rule," today rank as one of the sales department's most versatile sales tools.

A quick review of their applications in 13 companies reveals a range of use running from aids to salesmen in direct conversations with prospects, through quick-reference weather data for antifreeze dealers, analysis of tones of an organ, to mechanized comparison data on competitive products and calculators for pricing steel.

Specific examples:

Revealing customer benefits: Royal McBee's electric typewriter salesmen carry an 8" x 3" blue and white slide rule that can be applied to any sales situation. By setting the rule for such factors as typists' salaries, hours of work, desired production increase, etc., it's possible to show annual savings which can be achieved through purchase of electric equipment.

"A factual guide such as this," says George Rafter, manager of sales training and development, "clears the air of prejudices. Not only does it satisfy the curiosity of any prospect who plays around with it, but it dovetails into the methods of almost any salesman."

Service to customers: *Capper's Farmer* promotes circulation with a free "farm profit meter" which helps readers plan more profitable farm operation. The "meter" consists of 20 graph cards. In planning what feed to grow, the farmer slips a cattle fodder or crop card to top position. He then locates current price factors on the graph and swings a built-in pointer to where the lines cross. With the aid of notes from Kansas State College, he knows how to proceed on the most economical basis.

Dealers' replacement guide: A. M. Anderson, Ray-O-Vac Co., provides retailers with a slide rule "replacement guide" which equates hundreds of discontinued Ray-O-Vac radio batteries—and competitors' batteries—to Ray-O-Vac's current stock numbers. At each position on the rule, peep-holes identify the Ray-O-Vac battery which the firm hopes will be used to replace its earlier products or the indicated equivalents of such competitors as Burgess, Eveready, RCA, Sears and Zenith.

Although this guide might conceivably work both ways, the reverse side of it lists more than 100 portable radio models and specifies which of Ray-O-Vac's own products will efficiently power each set.

Problems of custom-manufacture: Instead of trying to sell a ready-made line of electric cords whose possible variations could only be calculated by permutations and combinations, Diamond Wire & Cable Co. distributes a "coordinator" to help any buyer find what can be had that fits his needs. It consists of three concentric wheels. At the outer rim are shown the firm's pronged plugs for insertion into electric outlets. The middle disc illustrates the range of electric cords which can be made up in desired lengths with the plugs shown. At the center are plugs for the other end of the cord which connect with the appliance the buyer is producing. In a matter of moments a prospect can dial the plug-and-cord combination he desires and read off the stock numbers which will produce the required assembly.

Formulas for farmers: A. H. Hoffman, Inc., seed house, uses another version of the slide rule. By setting the rule for soil quality, depth of

Modern SALES TOOLS



ZIP-MASTER



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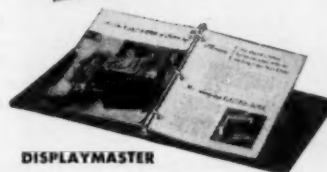
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Sales Tools, Inc.

1704 WEST WASHINGTON BLVD.
CHICAGO 12, ILLINOIS

TOOLS FOR SELLING (continued)

snow, and other factors, growers are furnished with data on planting time, crop spacing, fertilizers. The more efficient selection of seeds results in benefits both for Hoffman and its customers.

Have you covered the bases? York Corp. equips air conditioning salesmen with an 11-slot rule which itemizes all the factors that must be considered before specifications are drawn for any area. Some of the items: number of stories, floor area, insulation, glass area, awnings.

Service to the service man: Chevrolet Division of General Motors Corp. supplies auto repair men with a chart detailing the length of time required for 65 different kinds of repair jobs on each of the 10 most popular makes of cars. Reverse side of chart gives instant estimate of labor costs at various flat rates for six-minute periods ranging up to six hours. It carries the slogan: "The net appraisal is the fixed point from which successful dealers chart their course on every deal."

In behalf of customer good will: The motto of B. F. McDonald Co., manufacturers of industrial safety equipment, is "Safety from head to toe." The firm knows only too well that even the best equipment in helmets, masks, gloves, and boots cannot eliminate all accidents. So, as a logical tie-in to the kind of service it offers, McDonald developed a "first aid at a glance" card. Wheels on both sides spin to single out any of a variety of mishaps, while portholes reveal symptoms and treatment. The card even includes diagrams for applying tourniquets and for giving artificial respiration.

Full appreciation of product: An organ is a complicated thing. In behalf of better understanding of its Orga-sonic spinet organs, Baldwin Piano Co. uses its own version of a wheel-tool. This device describes 60 different tone combinations which can be set on the organ's stops and other controls. Copious notes on the sheath of the wheel explain that the individual's ear is the final determining

factor in music appreciation. The guide is meant as a broad foundation for product-use . . . not the last word.

Heavy industry idea: Youngstown Sheet & Tube Co. distributes a slide chart for calculating freight rates on various lengths and weights of pipeline. On the reverse are two slide rules for determining pipe design and thickness in relation to the stress to be borne.

Dealing with technicalities: To facilitate flight control for users of its aircraft gas turbines, General Electric Co. sponsors a slide chart that's a veritable encyclopedia. It plots speed and altitude curves and gives a wealth of design specifications with the popular name and picture of each plane.

Selling exclusive features: Republic Steel Corp., in an investigation of competing makes of kitchen cabinets, came up with 15 characteristics of Republic kitchens which no single substitute line supplies. A. J. Pfleger, product manager, embodied these in a slide chart which enables any salesman to talk authoritatively about exclusive features.

Sales and the weather: E. I. Du Pont de Nemours & Co., Inc. puts its antifreeze dealers on the road to effective—and timely—merchandising and product promotion with a slide rule that shows exactly how long each local selling season lasts, with its high and low points. Several hundred cities are listed by states so that a dealer can locate data for his area without trouble. A Dickenson, N.D., service station can see, for example, that the chances (based on 30 years of weather data) are 69 in 100 that the first freeze will occur by the first week in September. A Sacramento dealer would be wasting his time setting up displays until the end of October.

(All tools described were manufactured by Perrygraf Corp.)

The End

formula for success

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Your business case can help make sales for you. That's why so many successful salesmen prefer Stebco TUFIDE sales cases. Handsomely styled, wear-resisting TUFIDE adds prestige and distinction to your presentation.

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A Case of
GOOD SALESMANSHIP
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America's Leading Salesman
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you say that makes people buy.
The tone of your voice is as
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ELMER WHEELER



Stebco

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A matter of FACT

During 27 years of continuous publication, the Sales Management SURVEY OF BUYING POWER has become the accepted, talked-about source for population, income and sales estimates—based on exclusive data for the U. S., its territories and Canada.

"Lost Sale" Quiz

Icy Ichabod

"The Passive Penguin"



... puts on such an air of superiority that he leaves the secretary cold

- (a) ... he isn't "chummy" with the secretary
- (b) ... he doesn't bother to "sell" the secretary
- (c) ... he wrongly assumes his company name will get him in

Ichabod would get in to see a lot more busy bosses if (b) he would take the trouble to "sell" more secretaries.

That secretary is an important gal. She's the "gatekeeper" to the prospect's inner office. Therefore a good first impression on her is a must. Always give her your friendliest smile and take those extra seconds to explain the importance of your call. Win her over and she will go out of her way to get you in.

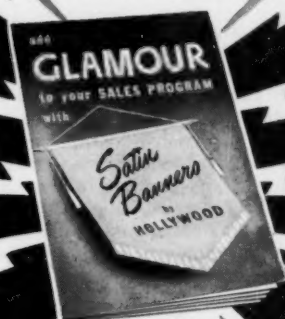
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Editor's Note: Sixteen of these sales cartoon quizzes have been bound in a handsome, two-color booklet titled "The Lost Sales." Order your copies now. Prices: \$1.00 per copy up to 11 copies; 80c per copy 12 to 99 copies; 60c per copy 100 or more copies. Send order and check to Sales Management magazine, 386 Fourth Ave., New York 16, N. Y.

MARCH 1, 1956

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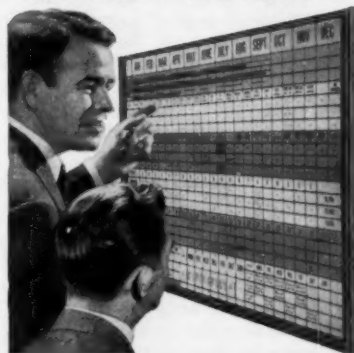


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How to Prevent Price Cutting

BY W. R. STAPLES • *Manager of Sales*

The Carpenter Steel Co., Alloy Tube Division

Many a salesman has heard the remark, "Sure, you fellows have good stuff, but I can get just as good elsewhere—and at a better price."

That objection is hard to answer. So a good way to meet it is to take the offensive, and prevent it. For price cutting is a serious thing. At best it provides only temporary relief, and sometimes not even that, if a price war results. At worst, it can upset the basic economy for producer, middleman and user.

There are those who resort to cutting from list prices almost without any clear cause or reason. At least they don't seem to know in their own minds why they've blindly followed along. Others can give apparently excellent and valid reasons for making reductions. Some do it to maintain production, or because of excess stock, trying to break into the market, trying to meet competitive situations, etc.

But, fundamentally, price cutting is an admission that the sales department cannot meet and sell in a competitive market. It may be from lack of proper sales coverage. It may be from lack of product knowledge. The salesman may not have the basic understanding of his company's product or his firm's reliability, technical facilities and other services which would benefit the customer.

In a word, the salesman needs better training. Not price cutting but, better sales management is the answer.

1. Don't accept rumor. If a sales manager is on his toes, he investigates all reports of weakness in pricing. We ask for a "Lost Order Report" from our salesmen on each order over X amount of dollars. When reports come in stating, "Order Lost—Price Reduction," we question to find out who, why, and the amount of the cuts or alleged price reductions. Frequently the salesmen are nebulous on these points. Rumor is so often more potent than fact. Unless a man has actually witnessed the price reduction or knows the person with whom he is dealing well enough to identify positively the price cut, we do not accept this excuse at present as a valid reason for losing an order.

2. Let your salespeople know what it costs to produce your product, and what your selling expenses actually are. Here's how we did this. First, we set up an over-all sales budget, including selling expenses, advertising, administrative costs, traveling expenses, salaries, etc. At the beginning of each fiscal year, we make a sales forecast of what we expect to attain in that year. We then break down our

sales expenses into four regions, since our company has four regional managers. Each region is given its budget of costs over which it has control, and this in turn is passed to the territorial managers or salesmen for the expenses under their control. Everyone is perfectly aware of . . .

. . . what our annual sales goals are;

. . . what we expect in the way of costs to sell the product.

3. Capitalize on the company name. A reputable company has a distinct advantage. People feel safe — they have confidence in the company, they know its product, its reliability.

4. Capitalize on some of the sales expense that goes into the product. The foremost companies have excellent advertising, technical help, and all-around knowledge to back up their product. In addition, the average top-grade company has innumerable other intangibles to offer a good customer. We believe that all these are good selling points.

5. Don't be penny-wise and pound-foolish. Why worry about 3%-5% of the accounts who might want price cutting, if 95%-97% of your accounts are buying the product on the line? Is it good business practice to shave

Alloy Tube Division . . .

Five years after Carpenter Steel Company's Alloy Tube Division built a modern mill in Union, N. J., growing demand for its stainless tubing and pipe prompted a 40% enlargement of plant. The Tube Division, founded in 1927, now markets nationwide through more than 200 company and distributor salesmen.

Significant developments pioneered by the Division: first to apply commercially the welding process successfully to the manufacture of stainless tubing and pipe; first in the country to adopt a super-efficient means of testing its products non-destructively at production speeds.



and William R. Staples

Manager of Sales William R. Staples has been with the Alloy Tube Division since 1945. A versatile career in production, administration and sales readied him for his management of Alloy's territorial sales in Cleveland, regional sales and later assistant manager of sales in San Francisco before succeeding to his present position in 1953.

During World War II he was with the Steel Division of the War Production Board where he was responsible for the allocation of steel products. After that, for three years, he was a Navy Lieutenant Commander in charge of ship provisioning.

An Important
Announcement ▼ ▼ ▼

TO ALL INDUSTRIAL MARKETING MEN

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in these 28 vital Categories ▼ ▼ ▼*

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Textile mill products
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Stone, clay & glass
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Fabricated metal products
Machinery (except electrical)
Electrical machinery, equipment, etc.
Transportation equipment

Instruments & related products
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NOW you can obtain IBM card estimates of current (1955) employment in the above categories for every county.

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INCENTIVES! Zippos spark interest in incentive and suggestion programs... and lasting stimulation for managers, salesmen, distributors, retailers and others. Any message can be engraved!

RECOGNITION! Say "Thanks for a job well done" with Service Recognition Zippos. Use the wide range of Zippo models to improve plant safety, commemorate anniversaries... banquets... sports events... housewarmings... any outstanding occasion.

The famous Zippo guarantee, "Always works or we fix it free," assures you of a lasting gift of finest quality! Send coupon below for the full story!

Zippo Manufacturing Company, Bradford, Pa., Dept. S-453

Please furnish me information on how Zippos can help me with

☐ Advertising ☐ Gifts ☐ Incentives ☐ Recognition

Name _____ Position _____

Firm _____

Address _____

Be Fair

"It isn't smart selling or good sportsmanship to knock your competitors. It is a childish impulse to try to build yourself up at the expense of other individuals... or to build up your company by knocking competitors. This is short-sighted salesmanship, for companies soon hear of it and retaliate by knocking you or your company. The end result is that the public loses confidence in all of you." *The Personal Male*. By D. Feeks. Published by Foster Publications, Inc., Kansas City, Mo. Price, \$1.

prices for the small number to get the additional business? Isn't this completely unreasonable or unfair to your other customers? When we fall prey to this sort of maneuvering, there is only one result—a slow softening of the market.

6. A front-line company should stick to its published price. If all companies would adhere to their cost-related prices, sell on the pure merits of their product, their technical knowledge, their availability and all the factors in their favor, and forget the few price concessions, I am convinced that this would result in more profitable business. Prices are usually lowered because of (1) inferior quality, or (2) the product has been overpriced in the first place.

Cutting prices leads to such assumptions in the mind of the buyer—and may lead to loss of additional orders later on.

To summarize: An on-the-toes sales department is the greatest strength we have to combat the pricing situation. If each salesman fights his own personal battles and is backed by management, much of the price situation can be overcome. Top management must be ready to stand back of its sales department in situations which are absolutely clarified and defined, where certain ones are getting out of line price-wise. And sales managers owe it to their company, to their salesmen, to themselves to keep their salesmen informed on company quotas, sales costs, services, and product quality. A thorough knowledge of each of these will help to create a desire to sell at a reasonable profit to the large group of good customers who do not insist on price cutting as a requirement of the sale. **The End**

SALES MANAGEMENT

SALES GAINS AND LOSSES

Current operating statements show these changes in net sales volume (millions of dollars) for representative corporations over the similar year-ago:

Key: f indicates fiscal year.

Company	Period	1955	1954	Company	Period	1955	1954	Company	Period	1955	1954
American Motors Corp.	3 mo.	99.1	77.1	Gerber Products Co.	9 mo.	69.9	62.8	Republic Supply Co. (Cal.)	1 yr. f	27.0	19.5
Armco Steel Corp.	yr.	692.6	532.0	Hajoca Corp.	yr.	41.2	36.6	Reynolds (R. J.) Tobacco Co.	yr.	866.4	814.2
Atlantic Refining Co.	yr.	513.0	489.7	Hammermill Paper Co.	yr.	34.4	27.9	Rohm & Haas Co.	yr.	161.6	132.6
Atlas Powder Co.	yr.	60.3	57.6	Harris-Seaybold Co.	6 mo.	19.1	19.2	Scott-Lowell Shops	1 yr. f	34.2	30.9
Barium Steel Corp.	yr.	75.5	53.4	Hercules Powder Co.	yr.	226.6	187.5	Scott & Feltzer Co.	1 yr. f	8.4	8.2
Beaunit Mills, Inc.	9 mo.	81.4	59.8	Hooker Electrochemical Co.	1 yr. f	94.1	77.5	Searle (G. D.) & Co.	yr.	26.0	24.3
Beckman Instruments, Inc.	6 mo.	12.8	9.8	Imperial Paper & Color Corp.	6 mo.	12.8	11.6	Serrel, Inc.	1 yr. f	58.6	87.7
Berkshire Hathaway, Inc.	3 mo.	20.7	20.2	Interchemical Corp.	yr.	100.4	89.8	Sharon Steel Corp.	yr.	173.0	98.2
Black & Decker Mfg. Co.	3 mo.	10.8	10.4	Int'l. Harvester Co.	1 yr. f	1,163.7	994.0	Sherer-Gillett Co.	yr.	3.0	2.7
Blue Bell, Inc.	yr.	57.1	50.3	Int'l. Minerals & Chemical	6 mo.	37.6	39.3	Signode Steel Strapping Co.	yr.	42.7	29.0
Borg-Warner Corp.	yr.	550.0	380.0	Johns-Manville Corp.	yr.	284.7	253.1	Smith-Corona, Inc.	6 mo.	19.2	16.4
Bruce (E. L.) Co.	6 mo.	17.8	13.9	Koppers & Johnson	yr.	222.8	200.9	Smith (T. L.) Co.	1 yr. f	7.0	4.4
Brunner Mfg. Co.	1 yr. f	12.9	9.8	K.V.P. Co.	3 mo.	13.6	12.0	Spencer Shoe Corp.	1 yr. f	5.0	4.6
Burlington Industries, Inc.	3 mo.	179.2	127.3	Keyes Fibre Co.	yr.	12.5	11.8	Sperli Products, Inc.	1 yr. f	.8	4.0
Burton-Dixie Corp.	1 yr. f	21.5	19.3	Koppers Co., Inc.	yr.	230.2	188.3	Standard Products Co.	6 mo.	18.9	11.5
Cascades Plywood Corp.	yr.	14.5	12.5	Kress (S. H.) & Co.	yr.	167.8	169.4	Steel Co. of Canada, Ltd.	yr.	227.0	176.5
Cessna Aircraft Co.	3 mo.	16.3	10.3	Lamson & Sessions Co.	yr.	33.0	28.9	Super Valu Stores, Inc.	53 wks.	108.2	89.9*
Columbia Broadcasting Sys.	yr.	400.0	373.0	Liggett & Myers Tob. Co.	yr.	546.9	548.8	Superior Separator Co.	1 yr. f	6.9	6.4
Consolidated Cigar Corp.	yr.	61.7	57.8	Manhattan Shirt Co.	6 mo.	18.5	17.4	Sutherland Paper Co.	yr.	57.3	54.0
Container Corp. of Amer.	yr.	215.5	186.5	McDonnell Aircraft Corp.	6 mo.	83.5	65.7	Thatcher Glass Mfg. Co.	yr.	36.6	30.8
Cook Paint & Varnish Co.	1 yr. f	36.4	31.2	McLouth Steel Corp.	yr.	144.9	59.1	UARCO, Inc.	3 mo.	7.3	5.8
Crucible Steel Co. of Amer.	yr.	237.7	160.6	Marquette Cement Mfg. Co.	yr.	40.1	37.7	Union Bag & Paper Corp.	yr.	123.0	105.5
Daitch Crystal Dairies	yr.	48.5	26.1	Mead Corp.	yr.	150.4	111.8	Union Carbide & Carbon Corp.	yr.	1,187.1	923.6
Dan River Mills, Inc.	yr.	91.7	81.7	Minnesota & Ontario Paper	yr.	73.2	70.0	United Shoe Machy. Corp.	9 mo.	63.2	49.0
Deere & Co.	1 yr. f	343.1	297.9	Monsanto Chemical Co.	yr.	522.3	341.8	United States Gypsum Co.	yr.	258.6	216.9
Diamond Match Co.	yr.	128.8	123.6	Murphy (G. C.) Co.	yr.	196.4	182.1	U.S. Steel Corp.	yr.	4,097.7	3,250.3
Eagle-Picher Co.	yr.	114.4	83.2	National Alminate Corp.	yr.	34.4	27.9	Universal Pictures Co., Inc.	1 yr. f	77.2	77.8
Eastern Corp.	yr.	23.5	21.0	National Biscuit Co.	yr.	389.6	376.3	Varian Associates	3 mo.	2.2	1.6
Elgin National Watch Co.	40 wks.	40.3	48.0	National Steel Corp.	yr.	622.0	484.0	Vick Chemical Co.	6 mo.	43.6	38.6
Endicott-Johnson Corp.	1 yr. f	143.0	133.3	North Amer. Aviation, Inc.	3 mo.	195.9	177.4	Walworth Co., Inc.	yr.	51.6	34.8
Fairbanks, Morse & Co.	yr.	111.9	107.9	Norwich Pharmaceutical Co.	yr.	24.8	20.7	Warren Petroleum Corp.	6 mo.	62.2	56.5
General Motors Corp.	yr.	12,443.0	9,824.0	National Steel Corp.	yr.	622.0	484.0	Western Auto Sup. Co. (Mo.)	yr.	197.7	161.6
General Steel Castings Corp.	yr.	32.0	28.8	North Amer. Aviation, Inc.	3 mo.	195.9	177.4	White's Auto Stores	yr.	29.8	22.5
				Norwich Pharmaceutical Co.	yr.	24.8	20.7	Wurlitzer (Rudolph) Co.	9 mo.	25.7	28.1
								Yard-Man, Inc.	1 yr. f	10.9	9.4
								York-Hoover Corp.	6 mo.	5.0	2.3

*52 wks



**EVERYBODY READS
YOUR AD IN THE
BEACON JOURNAL**

CIRCULATION

Evening, 157,856
Sunday, 164,616

POPULATION

Metro. Area, 446,100
Ret. Tr. Area, 578,300

ONE LOW RATE

Evening or Sunday

**YOU GET COMPLETE COVERAGE IN AKRON'S
ONE BILLION FORTY MILLION DOLLAR MARKET**

Akron's **ONLY** newspaper gives you complete and exclusive access to Akron's important Billion Dollar Market. Other comparable markets require TWO papers to do the job. Akron's one powerful newspaper, at one low cost, either Evening or Sunday, is a best buy for you. R-O-P Color available Daily or Sunday.

AKRON BEACON JOURNAL

STORY, BROOKS & FINLEY, REPRESENTATIVES - JOHN S. KNIGHT, PUBLISHER



THE MODEL ROOM . . . and this one is, in both senses. It's one of 10 scaled models used by Libbey-Owens-Ford in its national interior decorating show.

L-O-F Sells Mirror By Teaching Interior Decorating

Since the end of World War II America has seen its greatest housing boom: Whole cities, in some cases, have mushroomed on what had been fallow land. And during the past decade the nation has enjoyed its greatest prosperity level. With millions of families moving into new houses—in many cases their first—has come an almost frantic interest in interior decorating. It's a healthy thing. For with it comes another solid prop under the national economy: Makers of furniture, of fabrics and ceramics and glass, manufacturers of rugs and pots and pans, of silver and lamps—all of them reap the harvest.

So it is a logical—but withal unusual—promotion that Libbey-Owens-Ford Glass Co. is now putting on the road, taking to 40 leading cities. L-O-F calls its expensive production "Decorama" and, basically, it is a glamorized short course in interior decoration presented on a Cinerama-type screen. Designed to educate as it entertains, the production is a photographic story which runs 90 minutes, gives the housewife the basic principles of interior decorating—in color—in an easily assimilable form. The glass company has enlisted an im-

posing group of manufacturers—all in the decorating field—to contribute to the production. Such people as The Kittinger Co., Bodart Furniture, Inc., The Craft House of Colonial Williamsburg, The Carpet Institute, Inc., The Englander Co., Lightolier, Inc., F. Schumacher & Co. have cooperated in the development of room settings featured in the course.

Decorama works like this: In each of the cities on the itinerary where there is a chapter of the Junior League, that organization is given the rights to promote the show and sell tickets of admission. The League, in turn, is allowed to keep all proceeds to be used in its charitable works. Each student—for L-O-F thinks of them as students—will receive a test-booklet which will summarize the points covered, providing her with a source book for use in decorating her own home.

Traveling with the show is June Cabot, Libbey-Owens-Ford's interior decorator and home arts consultant. Miss Cabot will narrate the decoration story and answer homemakers' questions about specific problems.

Decorama is illustrated with 160 full-color projections on an 8' x 20'

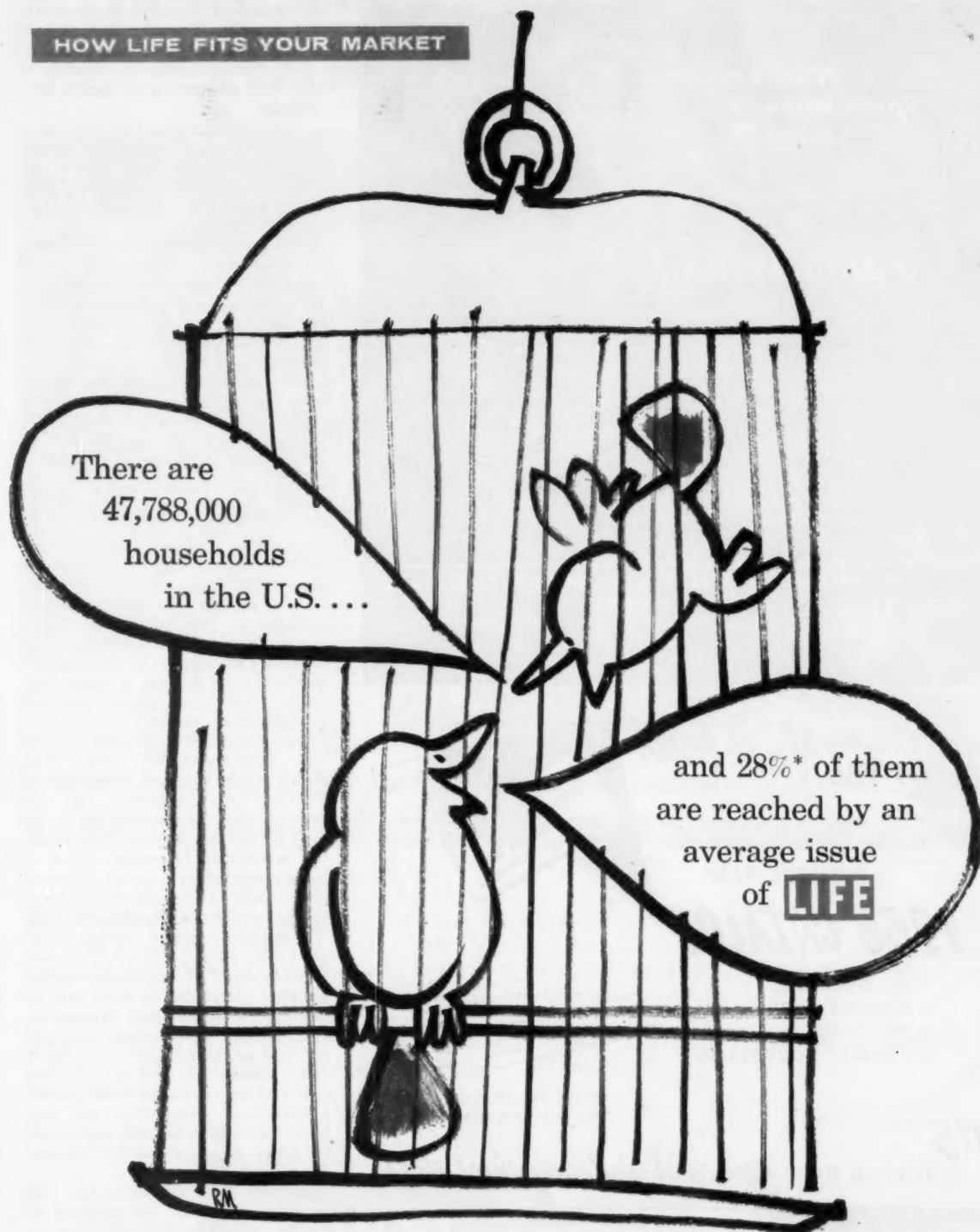
screen: Pictures, as they appear on this big screen, are magnified 35,000 times! In most cases the show will take place in leading department stores—which are allowed to present it at no cost to themselves—of the cities on the itinerary.

Production of Decorama is an ambitious thing. It was written and created by Paul MacAlister and Associates, Chicago, on commission from L-O-F. MacAlister is a well-known designer and color authority. And many of the room settings used were photographed from scale miniatures made by him. Other miniatures are from the Thorne Collection in cooperation with the French Government Tourist Office and Colonial Williamsburg, Inc.

Ten miniature rooms by MacAlister are featured. One set of these tiny, perfect rooms, of various periods and styles, will travel with the show so that audiences can admire the craftsmanship. There are end tables the size of a quarter, serving trays the size of a dime, ash trays the size of a pea. And each piece is an authentic reproduction of a MacAlister original.

The Decorama technique breaks

HOW LIFE FITS YOUR MARKET



In no other medium can an advertiser start with so large a share of the market and be sure he's getting it. This is one of the good reasons why advertisers of electrical appliances spend more of their dollars in LIFE than in any other magazine. LIFE's total audience of 26,450,000† weekly is larger than that of any other magazine.

*Based on: A Study of the Household Accumulative Audience of LIFE, by Alfred Politz Research, Incorporated
†A Study of Four Media

What's on the Space Buyer's mind?

POPULATION?

There are lots of tricycles and bicycles these days, but you can't sell gasoline to children! When the question is population—the space buyer looks closely, analyzes carefully. For results, he wants a solid, middle-class, able-to-buy cross section—alert to new ideas, new services, new products. He wants diversified occupations and stable industries. He wants a grown, as well as a growing, population with money to spend whenever effective advertising stimulates the buying urge. Such a market is Roanoke, Virginia, which typifies the American way of life, is constantly raising its standards!

The outstanding Roanoke Newspapers dominate this active, stable, "first" market of western Virginia and its 500,000-plus, "golden mean" population.

THE ROANOKE TIMES and WORLD-NEWS ROANOKE, VIRGINIA



... a demonstrated IDEAL TEST MARKET!

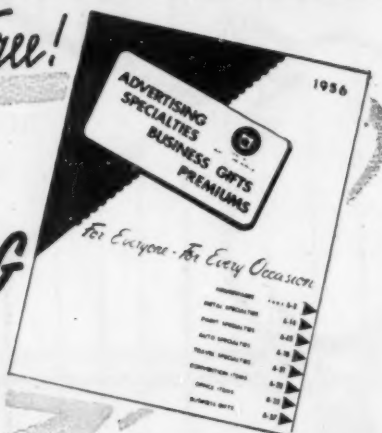
Write for new folder, describing the Roanoke Market Development Plan to: Sawyer, Ferguson, Walker Co., National Representatives, 300 Park Avenue, N. Y. 22, N. Y.

Here's the New! Free!

PUBLICITY PARK

1956 CATALOG

- AD SPECIALTIES
- BUSINESS GIFTS
- PREMIUMS
- NOVELTY HOUSEWARES



FRESH PRACTICAL IDEAS SURE
TO WIN CUSTOMER APPROVAL

115

ILLUSTRATED ITEMS

you can't find anywhere else!

*write, phone
or wire
today!*

... YOURS FOR
THE ASKING!

Publicity Park Division, Dept. SM 3
Advertisers Publishing Co.
944 Wall St., Ann Arbor, Michigan

PLEASE RUSH your new 1956 catalog, at no cost to me. I am a
recognized advertising specialty or premium buyer ☐ jobber ☐
exporter ☐

Name _____
Company _____
Street _____
City _____ State _____

the 90-minute session into three 30-minute parts. The first features use of color, including a history of color, color schemes, advice for creating a total color scheme around specific furnishings.

Next comes rooms, their sizes and shapes and typical furniture arrangements. After this Miss Cabot explains floor and wall treatments, lighting, window decorating and, finally, period furniture.

When the show has been completed the housewife who's minded her colors and floor patterns will have been given the basics of good interior decoration. And she will, believes Libbey, want to tear out and buy some good mirrors. For in addition to the other manufacturers, mirror manufacturers, who use Libbey-Owens-Ford's new plate glass Parallel-O-Plate, cooperated by supplying decorative mirrors of the newest designs.

... all done with mirrors

The glass company has wisely set up the show so that it is eminently promotable. For instance, local TV stations are offered a package which includes the personable Miss Cabot and a suggested interview with her on home decoration. The script which goes with the package is timed and tested and the 10 miniature rooms are available to the station.

In response to introductory questions Miss Cabot will explain who she is—which gets Libbey-Owens-Ford well into the picture. Then she explains that in addition to being L-O-F's interior decorator, she is also the narrator of Decorama, which is being presented on a specific date and place locally. This, with the picturing of the miniatures, should whet the TV audience's interest, garner a bigger audience for the actual Decorama presentation. Then Miss Cabot makes her pitch: Homemakers today are deluged with decorating information and "advice" in magazines, newspapers and on the air. But the advice is often fragmentary and disconnected and confuses more than it enlightens. Decorama is designed to give the housewife a solid, bedrock foundation on which to carry out her interior decorating ideas.

Already, and the show has just gone on the road, the publicity is paying off. The first showing at Tampa, Fla., on February 20 was a sell-out. And Libbey-Owens-Ford feels that because of such interest, you'll not only be seeing more and better interior decorating in the nation's houses, you'll see it reflected—in mirrors of L-O-F manufacture.

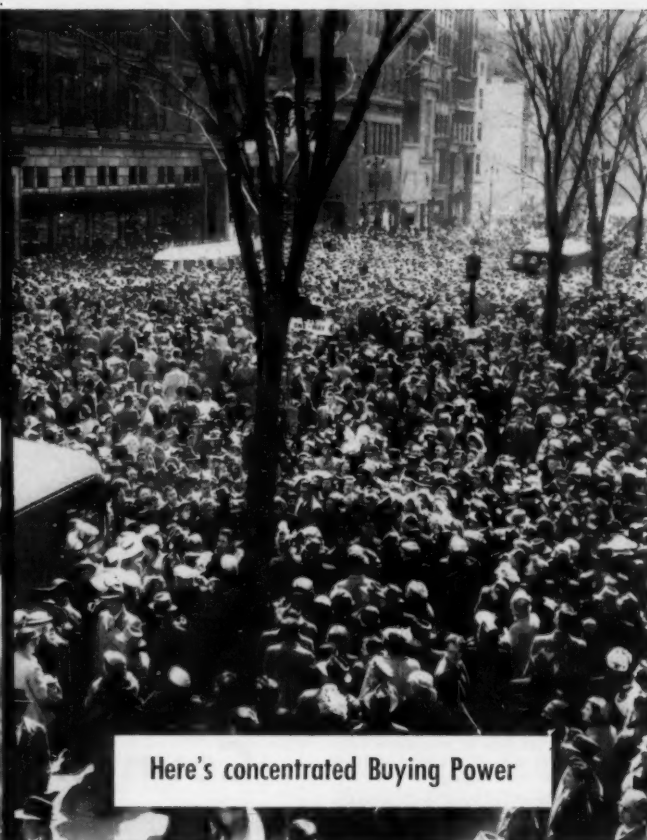
The End

SALES MANAGEMENT

To sell more where more is sold ... it's **FIRST 3 FIRST!**



Scenic — but not much Buying Power



Here's concentrated Buying Power

Throw your advertising punch where you've got a big target—New York, Chicago, Philadelphia — a market of nearly $\frac{1}{5}$ of all U.S. retail sales. In these three top-money areas, where the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out—*there is no substitute* for FIRST 3 MARKETS' solid 62% **COVERAGE** of all families.

And FIRST 3's "Sunday Punch" circulation of more than 6,000,000 reaches over half the families in 1,319 Cities and Towns, which ring up over 30% of the nation's retail sales.

To make your advertising sell *more* where *more* is sold ... it's **FIRST 3 FIRST.**



The group with the Sunday Punch

FIRST 3
MARKETS GROUP

Rotogravure • Colorgravure

New York Sunday News
Coloroto Magazine
Chicago Sunday Tribune
Magazine
Philadelphia Sunday Inquirer
"Today" Magazine

New York 17, N.Y. News Building, 220 E. 42nd St., VANDERBILT 6-4894 • Chicago 11, Ill., Tribune Tower, SUPERIOR 7-0043
San Francisco 4, Calif., 155 Montgomery St., GARFIELD 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Blvd., DUNKIRK 5-3557

Is there enthusiasm for
your product at the

Retail Level?



ACB Newspaper Research Services
will tell you . . . how much . . .
where . . . from which dealers

● The great bulk of all branded goods is sold through retail stores located in the 1393 cities in which daily newspapers are published.

ACB can tell you what retailers are pushing your brand by advertising it locally in their daily newspapers—give you complete details in report form—supplemented if you wish, by actual tear sheets.

And at the same time, your ACB report can tell you what support your competitors' dealers are putting back of the lines they handle.

Watch mass retailer enthusiasm through ACB Reports! It's at the retail level that your brand moves forward or slips back. It's at the retail level that your promotion effort can bring rich returns.

ACB offers 14 important services based on newspaper research. These services have the utmost flexibility. You can have them cover the entire country or a single city. You can order these services continuously or intermittently.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5

ACB

The
**ADVERTISING
CHECKING BUREAU**
INC.

Who Got the \$27

Consumers, in 1955, paid \$980 for their market basket. At the same time farmers received, in 1955, market basket—\$82 less than in 1952. Who got the \$27? Grocery Manufacturers of America, explains it

Wages and salaries: higher costs of food pro-
employees

Transportation: higher costs (due to higher wages
employees and higher taxes)

Business expenses: higher costs, especially higher
rent, utilities, depreciation, packaging sup-
ply primarily because of higher wage and tax

Federal taxes: income taxes are lower through
profits tax and lower earnings before taxes

Net profits: change in net profits of food pro-
after income taxes during this period

Total Distribution Costs

Behind the Price Spread Counter Charges

No one wants to grab credit for the widening spread between the income received by the farmer for the sale of his raw foods and the price paid by the consumer for processed foods. Who's the villain?

Paul S. Willis, president, Grocery Manufacturers of America, New York City, has issued his analysis of the five major points at issue:

1. That the price spread is too wide.

Says Willis: "This increase in spread has been largely caused by higher wages, taxes and transportation costs which have accounted for about 80% of the increase in the spread since 1939.

2. That the decline in farm prices has not been reflected in retail food prices.

Says Willis: "Since 1952—the peak year of retail food prices—two thirds of the drop in raw farm food prices has been passed along to consumers in lower retail prices. . . . greater efficiencies in food processing and distribution have helped cushion the im-

pact of the increases in wages and other costs."

3. That the increase in spread is due to profiteering or inefficiency on the part of processors and distributors.

Says Willis: "Grocery manufacturers' and distributors' profits today are at the rate of about 3c of the consumer's food dollar as compared with nearly 6c in 1939."

4. That the spread has widened primarily because of the built-in kitchen services in modern grocery products.

Willis says: "It may be true that the addition of built-in services has added to the cost of some items. However, the studies which we have made reveal that built-in services have reduced rather than raised costs."

5. That the rise in spread has caused the drop in net farm income.

Willis says: "Spread has caused the decline in net farm income, but it is not the spread we have been talking about, namely between farm prices and retail food prices.

"Customarily," says Willis, "in con-

Increase in Spread?

ket basket of farm foods—\$55 less than in 1952. \$400 for their raw farm products entering the the difference—\$27? Paul S. Willis, president, this way:

	Up	Down
cessing and distributing		
.....	\$19	
for transportation		
.....	3	
state and local taxes, plies (these factors are costs)		
.....	9	
elimination of excess		4
cessors and distributors		
.....	none	
UP	\$27	

sidering the relation of spread to farm prosperity, it has been the practice to confine the discussion to this difference between what the farmer gets and what the consumer pays. But there is another area where the increase in wages, taxes and other operating costs has a greater impact on the prosperity of the farmer. That area includes the amount of money which the farmer takes in from the sale of his products (his gross income) and the amount of money which he has left from this after he pays operating expenses (his net income).

"This latter spread," declares Willis, "the spread between gross income and net income is of crucial importance. It has been widening because of the continuing increase in

farm production expenses for labor, transportation, taxes, machinery and other factors—cost increases which are similar to those experienced by food manufacturers and distributors."

"While both spreads," cautions Willis, "have an impact on the farmer's prosperity, the spread between his gross and net income should give him the most concern. For example: farmers' gross income from the sale of raw food products in 1955 was \$18.5 billion. That was almost the same as the \$18.7 billion gross income in 1947. That year—1947—was the all-time peak year for net income for farmers, whereas in 1955, with almost the same gross income, the reports are that farmers had a poor year."

The End

Government's View:

"Insofar as the analysis of price spreads by the Grocery Manufacturers of America is based on Department of Agriculture findings," says a department spokesman, "the Department accepts it."

"However, the Department has not said that spreads," warns the spokesman, "are too wide, too narrow, or just right. It is now measuring the spread. Later on, it will show what goes into it. From that, it is hoped, the public will be able to judge whether the spread is appropriate or not. Among other things, the Department hopes to discover whether the rise in wage rates in processing and distributing industries is balanced by greater productivity."

MARCH 1, 1956



ACB begins 37th year for daily newspaper industry

ACB has for years performed a service for the nation's newspapers, namely to make certain each national advertiser in the newspapers gets a proof-of-insertion of his advertisements. In doing this job well, ACB has removed the manual labor and the irritation and delays in checking newspaper advertising that pioneers in advertising can easily recall. It is now easy for an advertising agency to handle a heavy newspaper schedule.

The city-by-city "flexibility" of newspaper advertising allows advertisers to pin-point the more responsive markets... to use the retailers favorite media—newspapers... to do a closer job of timing... to employ the local authority and immediacy of the newspapers.

Since all business is local—so are the newspapers. ACB has for years been reconstructing for merchandisers, the widely varying newspaper advertising in the nation's 1,393 localities. Thus, merchandisers get a sharp coherent picture of this \$2 billion annual newspaper advertising expenditure with all details of what their own and competitive dealers are doing as well as thru the medium of various Research Services.

ACB Newspaper Research Services are made possible only because of the co-operation of over 1600 Dailies in using ACB to distribute their checking copies as a direct help to agencies and their advertisers.

These Newspaper Research Services for merchandisers are discussed further in our column on the opposite page.

ACB furnishes a complete, accurate & dependable service

See opposite page for listing of ACB Service Offices



**"What do you mean—
you're hungry enough to eat
the advertising pages
of the News*?"**



*The poor man doesn't mean any offense. He just means he's been looking at page after page of succulent gustatory delights ever since he picked up his evening paper. For thirteen straight years, the Chicago Daily News has carried more grocery advertising than any other paper in America—4,506,081 lines of it last year; 4,249,605 in 1954. Significant? And how—because it builds big day-by-day sales for the food industry. The merry tinkle of the cash register has proved to them beyond question that

THE CHICAGO DAILY NEWS
Chicago's *Growing Newspaper*
HITS HOME

Sharpen Your Forecasting!

(continued from page 27)

condition of inventories, trend in collections and prices.

3. Provide sufficient sense of responsibility in connection with forecasting. Those carrying out forecasting, whether in line or staff activities, should recognize that the results of their work are significant. Their findings are a major consideration in the development of management decisions and the task must be approached in this light. Too often those making this important contribution convey the impression that they are merely going through motions. They perform as if forecasting were a ritual rather than a significant aspect of the company's planning activities. How often have you heard someone reply to a request for a forecast, "Are we buying or selling?"

Improvement of this attitude is the responsibility of top management. If the forecast results are important and useful in decision making, then make sure your people know it. It is helpful in this connection to compare forecast material with subsequent experience as a matter for regular management review.

Many managements insist that the forecaster responsible for the work be given the opportunity of personally presenting his group's findings at top-level briefings.

Research conducted by the forecasting group itself is certainly not the whole story. Participation by interested individuals throughout the organization should be encouraged so that the company can benefit from their experience and trade contacts. Besides strengthening the forecast itself, this builds support for and confidence in the final result.

You must certainly recognize that the attitude of top sales management has an important influence on the usefulness of the sales forecast. So:

Be sure you have defined what you want to know.

Set high standards for the execution of the work.

Make it clear that the forecast is important to planning and that genuine responsibility is attached to its development.

Finally, make every effort to assure that the figures are utilized wherever possible in the organization. Many firms stop short of full utilization, using a forecast only as a means of setting sales quotas or planning sales manpower requirements. The more far-seeing, however, will effect savings in production costs and inventory expense, and in increasing advertising effectiveness.

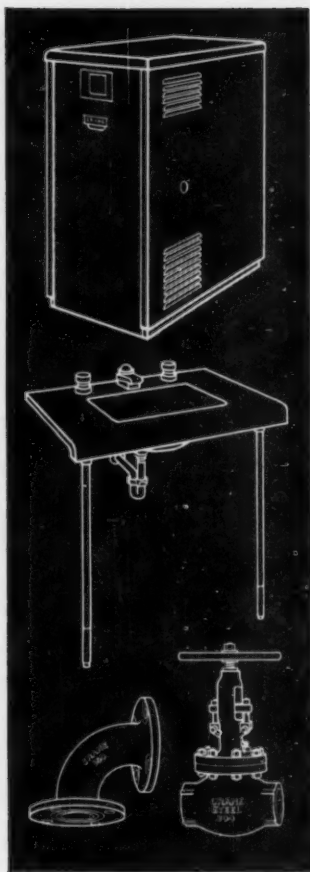
In essence, of course, the entire concept of budgeting, which can make such a substantial contribution to profit improvement, begins with a good forecast.

The End



"I'll wait!"

SALES MANAGEMENT



"Business Publications keep us on top of latest developments"

says **FRANK F. ELLIOTT** President, Crane Co.

"We sell more than 40,000 products in dozens of markets," continues Mr. Elliott, "and to keep our sales curve healthy we need up-to-date facts upon which to base decisions. That's the reason we read business publications *regularly* — advertisements as well as news."



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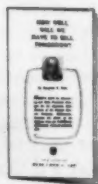
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Management men in all industries regard business publications as their best source of *reliable, timely* news about every phase of business.

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decisions in the businesses, industries, sciences and professions...pin-pointing the market of your choice.

Write for a list of the NPB publications and the "Here's How" booklet, "How Well Will We Have to Sell Tomorrow?", written by Ralston B. Reid, Advertising & Sales Promotion Manager of the Apparatus Sales Division, General Electric Company.





COMPETITORS MEET: President of the Chrysler Corp., L. L. (Tex) Colbert (l), presents Silver Quill Award to General Motors' retired research chief, Charles F. Kettering (far right). Second from left is Robert E. Harper, president, National Business Publications and Award Sponsor. Next to "Boss" Kettering is Rufus Choate, chairman, National Business Publications, and president, Scott-Choate Publications, Tarrytown, N. Y.

Kettering (immediately to the left, in the photo)

"You're mostly worried about the seething of current effects. Now you can't do anything to fix anything today, today. You had to fix it 10 or 15 years ago. So all of this is just turbulence."

"I am Interested in the Future"

**Says 79-year-old Kettering because
"That's where I expect to spend the rest of my life!"**

Editor's Note: Charles F. Kettering, who will be 80 this year, is still a director of General Motors Corp., which grossed over \$12 billion in 1955. The former vice-president in charge of research for GM, spoke the above words in accepting the Silver Quill Award at the annual State of the Nation dinner, sponsored by National Business Publications, in Hotel Statler, Washington, D.C., Feb. 10. In attendance were Cabinet members, members of the Chiefs of Staff, Congressmen and industry leaders. The 1954 Silver Quill recipient, ex-President Herbert Hoover, served as chairman of the 1955 Award committee.

There are two kinds of people in the world: those who work at desks with pens and paper and those who work at benches with screwdrivers and pliers. I'm a screwdriver and plier man.

I'm in no wise evaluating the relative importance of the two things. This [Silver Quill Award] represents management, planning and all that sort of thing—even advertising. And, I'd like to point out that neither

Tex [L. L. Colbert, president, Chrysler Corp.] nor myself is the kind of person that our advertising agents have led you to believe.

I've been an inventor all my life and inventors, as you know, are known as longhairs or screwballs. Well, nature has taken me out of one of those categories. But the reason why we're called screwballs is a very simple thing.

The Honorable Governor Brucker (Secretary of the Army) comes from a state which advertises for tourists. And, in some of the fine cities, just at the outskirts, as you enter the city there'll be a big billboard and a map of the city or the county, with a little arrow running down to a sign saying, "You are here." But, the difference between the inventor and people . . . and remember, we're a disappearing race, for the reason I am going to give you. Now, the only difference between people and screwballs is that people are only interested

in where they came from. Screwballs are interested in where they are going.

Now, whenever you get in doubt as to where you are going, you turn around and study where you have been. You won't find out anything there that will help you at all. But, it is a nice subterfuge for facing up to the problem. You know, problems come to us by nature, I mean, in the business we are in. And we've been very clever to have programs and projects which are means of detouring the problem.

Now the great problem we have to see through is how far in the future do you have to know your business to have it safe today.

Most people are so afraid of going through the iron curtain of tomorrow that we come up and hit it and turn right around and go back the other way. We read a little more history. I have been trying for years to get a word that means the exact opposite of history, because I am interested in the future, very much interested, because, that's where I expect to spend all the rest of my life.

The only suggestion that I have had for that word yet has been "hysteresis."

And I know that's not the right word. But, about looking forward, you know nature has been very good to me. I have always had very poor eyes. I haven't been able to read too much.

Because I always thought that this was a wonderful country that we live in. We've done a lot of things. Charlie Thomas [Secretary of the Navy] spoke about the great surplus of agricultural products which I understand we have. He mentioned the farm tractor. But, one part of that farm tractor is very important, one of the great inventions of all times. And, as you know, you don't have to have a universal bunch of inventors, if you have just a few of them. And, so, that percentage of 5% of them doing 80% of the things — well, there's nothing new about that.

There's only 2% of the people who ever composed any music at all. And you daren't play some of that. The little tricycle tractor that let's you come up so that you can cultivate a row, then turn around, lock the wheel, go back the other way and cultivate another — that's what took the horses off the farm. And, in the last 25 years, we have taken 20 million horses off the American farms.

Now, that's important for this reason, because every time you don't feed a horse you can feed four and a half people. Now, it's a little hard on the horses, but nevertheless that's given us a tremendous surplus of food. A hundred million more people we can feed, without farming any more land. When you took horses off the farm, you lost your market.

Now, the great problem that I have found—and this is true, I think, every place—is that it's so difficult to do anything new. I don't care what it is. And the reason for that, and I think I know the reason for it, is simply this—we can be residents in space, but you can't be a resident in time. You are going to be a transient. The only time that you'll ever become a resident in time is in the undertaker's office.

You are going to be a transient, tomorrow's going to be different. The next day is going to be different. But we want to arrive, whether it's that desire for security, I don't know, but you are never going to arrive any place, because the world won't stand still. The next thing is we know so little about anything that it's all yet to be done. So, it's important for these great business publications which you represent here to keep the thing going — pointing out where we're going. Let us remember we don't care where you came from. We'd like to know where you are going.

The End

25,500 SQ. MILES

of heavily populated rich farmlands and industrial communities in Illinois and Iowa are covered by WHBF AM-TV with CBS top programming. This 25,500 sq. mile area has a Cash Farm Income of over \$817 million* with an E.B.I. per family of \$5,360.*

*S.M. Survey of Buying Power 1955

CBS FOR THE QUAD-CITIES

WHBF

AM
TV

ROCK ISLAND, ILLINOIS

REPRESENTED BY AVERY-KNODEL



Official! The New STANDARD METROPOLITAN AREA of EVANSVILLE, INDIANA

OVER 200,000 POPULATION

On October 19, 1955, Henderson County, Kentucky was officially included in the Evansville Standard Metropolitan Area according to the U.S. Bureau of the Budget, Statistical Standards Division. This places the area among the first 100 Metropolitan Areas in the United States.



An Excellent Test Market too!

- Isolated but readily accessible
- Representative in size
- Has many diversified industries
- Has abundance of natural resources
- Has representative, stable economy
- Many other Test Market features



TOTAL 16 county market . . . nearly 1/2 million population. Courier and Press circulation daily: 8 out of 10 families — Sunday: 2 out of 3.

detailed information:
General

the Evansville **Courier** the Evansville **Press** the Sunday **Courier & Press**

Advertising
Department
Scripps-
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A matter of FACT

During 27 years of continuous publication, the Sales Management SURVEY OF BUYING POWER has become the accepted, talked-about source for population, income and sales estimates—based on exclusive data for the U. S., its territories and Canada.

SPEA Forges Strong Link Between Advertising-Sales

Ever had a rough sales promotion problem you would give your left arm to discuss with top-flight sp executives? Here's a growing group dedicated to collective thinking.

Why another executives' association? Professional proficiency and co-operation have been weak in the all-important area of training, literature, display, and related skills linking selling and advertising. Sales Promotion Executives Association is proving to be the answer. Born with 18 members less than one and a half years ago, the rapidly expanding national group and local chapters are now passing their first 400.

Every public library offers books on how to run meetings, how to persuade members to attend, how to make them work, and how to give them a good time. SPEA is going behind all this into a little-explored area summed up in the question, "Why should there be meetings at all?" The first reaction to this is likely to be that of a national trade association executive, "The advantages of meetings are so obvious that no analysis or argument is necessary." But further reflection stirs memories of dreary sessions that only the supplier of the meeting facilities could love.

Chapters Forming

The Philadelphia area will soon have a SPEA chapter. The 140-member New York chapter was chartered in November. Los Angeles received its charter last month. Organizational meetings are under way in Chicago and Boston. National members in more than 30 states are investigating chapter formation.

With each new investigation into "Why should we meet?" SPEA's reason for existing becomes more concretely defined in terms of problems that cry for attention:

What is the life-span of a worthwhile promotion piece; how long are sales gains sustained?

Where should the line be drawn beyond which direct mail cost makes sales gains unprofitable?

Are a display's gains made at the expense of the same product in neighboring stores that do not have a display?

Do promotion pieces tend to exert more volume-building influence on first-time customers or on faithful supporters?

Do promotions succeed at the expense of direct competition or do competitors share the ride?

By and large, suppliers of goods and services have fallen down in obtaining the answers to such questions.

It is in solving these and similar problems related to training and tools for selling that SPEA finds its reason for existence. Its target: sales promotion that makes purchasers out of prospects by the clarity with which it says:

Buy This Now.

As rapidly as possible, SPEA is developing an all-industry service program under such headings as a clearing house for sp data, films, speakers, publicity and employment; meetings ranging from specialized seminars to major joint sessions with other organizations; and furtherance of the profession as a science attracting highly capable recruits.

While concentrating on the values involved, SPEA does not shirk the mechanical problems dealt with in the books. Here, too, it has been coming up with original solutions.

Members — who pay \$25 annual dues — are entitled to a fair return on their investment, reasons Victor Ancona, president, New York SPEA, and sales promotion manager, American Machine & Foundry Co. The pilot chapter makes meeting participants comfortable by seating two less at a table than the 10 or 12 for which it was built. "Crowding around a banquet table induces neither thought nor friendliness," notes Ancona.

The time, 12:15 to 2 p.m. each third Wednesday, and the place, New York's Hotel Shelton, are convenient to the majority of members. Sessions start and end on schedule.

Changes of pace are built into the calendar which alternates between a speaker—from within or outside the group—and panels, demonstrations or discussions involving member participation. Question and answer periods are regularly provided. In addition, an extraordinary amount of interchange or creative and operating problems and costs takes place informally, thanks to the personal relationships being firmly established in the New York meetings of 70 or 80.

"The SPEA groups broaden participants' interests," observes Ernest W. Hull, v-p and secretary of the national SPEA, and director, advertising and sales promotion, Railway Express Agency. "A man may begin by talking about his own troubles, but other members relate their experiences—good and bad—and soon the group is thinking in broader terms than any one member."

Monotony at Minimum

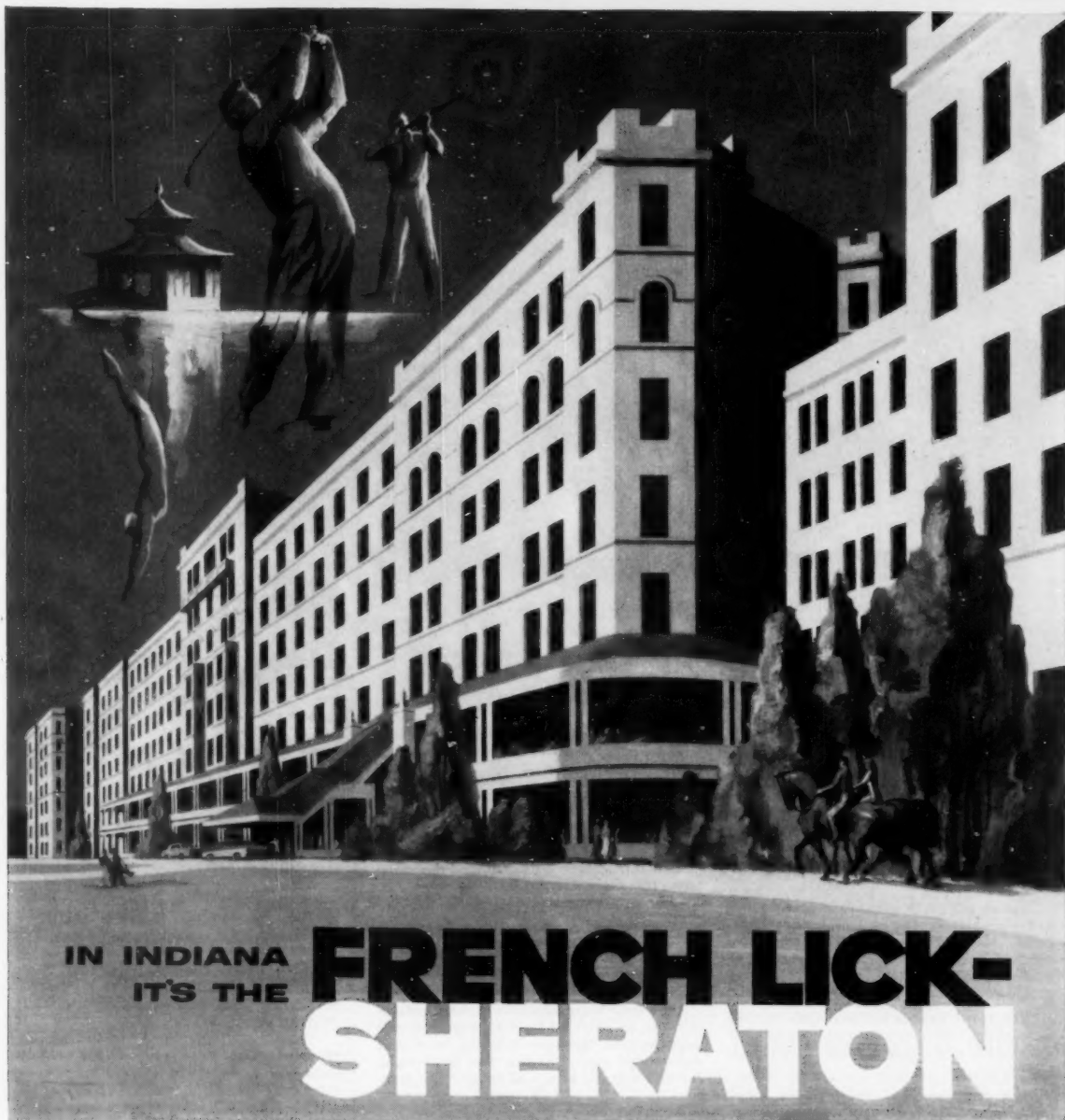
Reading of minutes, adoption of routine reports and other monotonous business is kept to an absolute minimum. Extraneous details such as introducing "honored guests" and making long, unrelated announcements are ruled out.

Each officer and board member sits at a different 10-member table. The absence of a dais democratizes the group and gives the board a chance to mingle with "constituents" who may one day be candidates themselves. Constitutional safeguards guarantee leadership turnover so that no one will become indispensable. Numerous committees assure an actively participating membership.

New York SPEA's studies committee is conducting a survey to evaluate the role of the sales promotion executive. Subjects researched will include: where he came from, where he plans to go, vital statistics regarding himself and his job, and his dreams and ideals for himself and his profession. Inclusion of some less serious aspects of the executive's life is typical of the SPEA approach—that industry leaders are less able to work together on serious problems if they lack personal confidence and friendship.

The association, which was originally sparked by SALES MANAGEMENT, has engaged as executive secretary, Julian Ross, 220 W. 42nd St., N.Y. 36.

The End



IN INDIANA
IT'S THE

FRENCH LICK- SHERATON

Now the Midwest's Finest Resort-Convention Center

COMPLETELY REBUILT, REDESIGNED, REGORIFIED — AIR CONDITIONING ADDED

**Here are a few of the unique features
that make the French Lick-Sheraton a
resort-convention heaven**

- Set in 1,772 acres of beautiful, rolling hills.
- Easy to reach.
- Two championship golf courses.
- New swimming pool.
- Flowing mineral springs and bath.
- Riding stables.
- Har Tru Tennis Courts.
- Famous skeet shooting range.
- Modernized, air-conditioned convention hall for 1,000 people.
- New function rooms for from 25 to 300 persons.
- Private airstrip and railroad siding.

The famed French Lick-Sheraton Hotel (formerly the French Lick Springs) has just been reopened! Now there's air-conditioning. Now there are beautiful new rooms. Now everything looks bright, cheerful, *brand new*. Today it is the finest spot in the midwest for a convention or a happy family vacation.

NOW BOOKING — For information, write Arthur J. Newman, General Manager, French Lick-Sheraton Hotel, French Lick, Indiana.

SHERATON *the proudest name in* **HOTELS**

"Wrong?" The Sales Manager seemed incredulous.



The Credit Manager was amused

"The next item I'd like discussed," said the President, "is a proposition Sales has received. Will you explain, Joe?"

The Sales Manager was almost too eager. "It's Apex Corporation," he said. "I've been trying to crack them for years. Now, we've got a chance, not just for an order, but for a continuing contract." Rapidly he outlined the details.

"Mmm, our profit ought to be pretty good, and the sales expense would be negligible. But—" and the Treasurer paused to emphasize his next point—"should we risk having so many eggs in one basket? That is, if something should go wrong."

"Wrong?" The Sales Manager seemed incredulous. "What could possibly go wrong? They're one of the biggest firms in their field, and—"

"Just a minute, Joe," the President interrupted him. "That's all very well, but things do go wrong, even with top-rated firms."

"But, sir," the Sales Manager seemed almost anguished now, "this is the opportunity of a lifetime."

The Credit Manager cleared his throat. "I'd like to suggest—" he was amused at the suspicious glance the Sales Manager shot his way—"that we consult American Credit Indemnity about Credit Insurance on this. After all, they insure all of our other accounts. They'd be glad to advise us."

"Good idea." The President rose. "In the meantime, Joe—" he turned to the Sales Manager—"have the Legal Department look at that provisional contract, while Ralph is checking about Credit Insurance. Might as well get all the loose ends tucked in. We'll meet as soon as Ralph has something to tell us."

"Gentlemen," said the President, "Ralph has already given me his report of a consultation with American Credit Indemnity. It's

good news, I think. They're willing to issue a separate policy to cover the Apex account up to 150 thousand dollars."

"A year?" The Sales Manager seemed about to burst with suppressed wrath. "Why, that's—"

"No, no, Joe!" the President soothed him. "That's for the total outstanding at any given time. It's more than enough to cover the contract deliveries."

"Then we can go ahead with it?" the Sales Manager's spirits rose with a rush.

"We already have," said the President dryly. "I okayed the contract this morning."

The Credit Manager was even more amused this time to receive a look of sheer gratitude from the Sales Manager. In return, he winked and nodded sagely. At this rate, he thought, Joe and I might even end up as boon companions—and he sternly resisted a temptation to laugh out loud.

Harmonizing Credit-Sales relations, as told above, is only one among the 12 major benefits of Credit Insurance. For your copy of a booklet, "A Preface to Profits," write American Credit Insurance, Dept. 59, First National Bank Building, Baltimore 2, Maryland.

**American
Credit
Indemnity**
COMPANY OF NEW YORK

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SALES MANAGEMENT

How big is **Big**?



MARCH 1, 1956



General Mills . . .

is the largest US flour miller . . . with a daily capacity of 135,500 barrels, or 15% of the industry total.* But the impressive production figure cannot suggest the General Mills contribution to American homes and industry.

Figures often fail to tell a full story. Consider **SUCCESSFUL FARMING**, with only 1,300,000 circulation—but reaching 42% of all US farms earning \$10,000 or more.

SF farmers have big investments in land, buildings and machinery, are volume producers . . . sell 53% of the corn harvested for grain, 57% of the hogs, 38% of the cattle and calves, 44% of the dairy products. And average around \$10,000 in cash income—add up to an \$11 billion market.

SF farmers are still making money despite the drop in farm prices; and will continue to make a profit by getting more out of their land, their time, their expenditures.

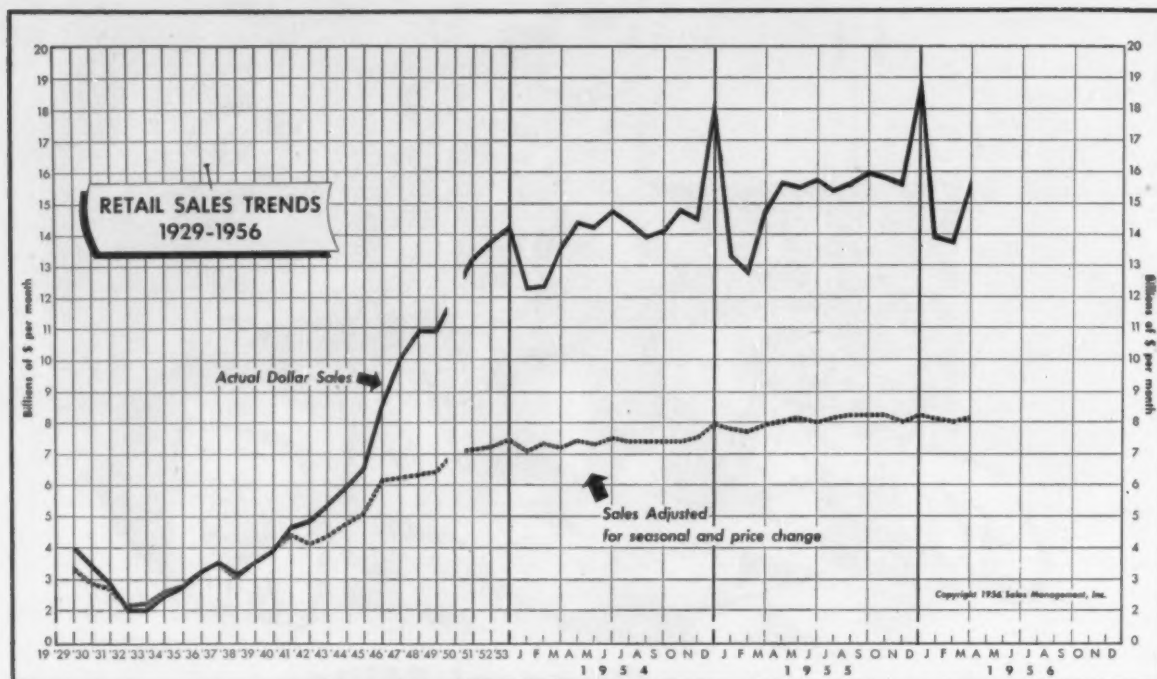
To the country's best farm families, **SUCCESSFUL FARMING** is more than a magazine. For fifty years it has helped them work better, make more money, live better—and won an influence unmatched by any other medium. Every national advertiser needs **SUCCESSFUL FARMING** to balance national schedules, to find more worth while buying power.

Ask any SF office for the facts.

*Source: Standard & Poor's Industrial Surveys, 1955

MEREDITH PUBLISHING COMPANY, Des Moines . . .
with offices in New York, Chicago, Detroit, Philadelphia,
Cleveland, Atlanta, San Francisco, and Los Angeles.

HIGH SPOT CITIES



March: Early Easter Sustains Retail Sales

BY DR. J. M. GOULD • Research Director
Sales Management's Survey of Buying Power

The volume of retail sales in March will probably total about \$15.6 billion, a 6% gain over last March. In the light of the fact that retail sales throughout 1955 had been running 8 or 9% ahead of the pre-

vious year, a 6% gain in March might be taken to indicate fair performance, and a continuation of the retail boom that began over a year ago. However, the 6% gain in March includes an allowance for the fact that Easter

shopping will fall entirely in March of this year, rather than in April, as it did last year. Otherwise, retailing is now beginning to show definite signs that the buying spree is coming to an end. Future gains must be

Retail Sales Box Score

	Revised 12 Months Totals Millions \$			Millions \$ January		
	1955	1954	% Change	1956	1955	% Change
Food	43,638	41,634	+ 4.8	3,478	3,398	+ 2.4
Eating & Drinking Places	13,663	13,131	+ 4.1	1,057	1,013	+ 4.3
General Merchandise	20,103	18,858	+ 6.6	1,278	1,245	+ 2.7
Apparel	10,790	10,148	+ 6.3	714	693	+ 3.0
Furniture & Appliances	10,055	9,082	+10.7	771	698	+10.5
Lumber, Building, Hardware	13,839	13,034	+ 6.2	852	820	+ 3.9
Automotive	38,294	31,666	+20.9	2,772	2,645	+ 4.8
Gasoline Service Stations	12,412	11,445	+ 8.4	1,021	949	+ 7.6
Drug & Proprietary	5,233	4,941	+ 5.9	440	420	+ 4.8
* Total Sales	185,552	170,675	+ 8.7	13,948	13,280	+ 5.0

*Includes data for kinds of business not shown in above nine categories.

fought for, as we shift again to a buyer's market.

The first and foremost retailing fact is the comparative lag in automotive buying. The gain in January 1956 over last January was a mere 5%, as contrasted with the massive 21% gain experienced throughout 1955. The February figures are not in yet, but judging from the fact that new car stocks in the hands of dealers continue around the 800,000 mark (double the number a year ago) despite the trimming of auto output schedules, a continued decline in sales performance can be expected.

And the tapering off is by no means confined to the auto industry which might easily be regarded as due for a rolling adjustment after enjoying its best year in history. Department stores so far this year are barely holding their own with the corresponding period last year, after running up average annual gains of 7% throughout 1955. There are indications that the lull may be affecting high price lines and luxury goods particularly. Sales of furs and jewelry were rather weak in January, though in furniture higher-priced lines were reported doing well.

One clue to shopping trends may be found in recent gains in the ratio of savings to income. Throughout most of 1955 savings declined, as retailing records were smashed. But in the final quarter of 1955, while retailing continued to run in high gear, savings accounts mounted more rapidly than in the last quarter of the previous year, reversing the trend up to that point. Traditionally, when consumers start to save a large share of income, merchandisers of big-ticket items especially can expect trouble ahead. But since the difficulty is not lack of funds, but simply greater sales resistance, the opportunities still exist for those merchandisers who can, by dint of intelligent promotion, pry those dollars out of the piggy banks and mattresses.

Among states expected to report better-than-average performance for this March as compared with last March are:

Alabama	Michigan
Florida	Ohio

The leading cities, those with a City-National Index well above average are:

Fort Lauderdale, Fla.	123.4
New London, Conn.	121.6
Birmingham, Ala.	117.5
Butte, Mont.	117.5
Detroit, Mich.	114.4
San Bernardino, Cal.	114.0

Santa Ana, Cal.	113.2
Ventura, Cal.	111.6
Bethlehem, Pa.	111.6
Gadsden, Ala.	111.4
Tucson, Ariz.	110.9
Gary, Ind.	110.8
Johnstown, Pa.	110.8
Kenosha, Wis.	110.0
San Jose, Cal.	109.7
Lorain, Ohio	109.6
Bartlesville, Okla.	109.5
Riverside, Cal.	109.2
Warren, Ohio	109.2
Pittsfield, Mass.	108.9
Youngstown, Ohio	108.6
New Haven, Conn.	108.4
Kalamazoo, Mich.	108.4
Hempstead Township, N.Y.	108.2

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's Survey of Buying Power.

Three Index Figures Are Given the first being "City Index, 1956 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1956 vs. 1955" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1956 vs. 1955," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1955 which equals or exceeds the national change.

HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.



FOR MARCH, 1956

RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

City Index	City Index	City Nat'l. Index	\$ (Million)
1956	1956	1956	March
vs.	vs.	vs.	
1939	1955	1955	1956

United States

460.6 106.0 100.0 15,586.00

Alabama

★ Birmingham	578.0	124.6	117.5	47.16
★ Gadsden	611.3	118.1	111.4	6.24
★ Mobile	679.0	111.1	104.8	17.04
★ Montgomery	503.1	106.8	100.8	12.68

Arizona

Phoenix	772.1	101.8	96.0	30.11
★ Tucson	951.8	117.6	110.9	18.28

Arkansas

Fort Smith	552.7	98.9	93.3	7.13
Little Rock	514.7	105.3	99.3	20.28

You Always Get More—Much More and STILL MORE in MIDDLETOWN

Connecticut cities are blue-chip sales producers—averaging 39% above the national family average. But Middletown . . . with a 69% plus . . . almost doubles that figure. No doubt about it—you always get more in Middletown . . . *much* more!

And when you use the Press you get *still* more—for the Press blankets Middlesex County (Greater Middletown) . . . which has the second highest family sales average of all the state's counties. No combination of outside newspapers comes anywhere near equaling its coverage of this \$124,664,000 market.

THE MIDDLETOWN PRESS



HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.

FOR MARCH, 1956



RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

City	City	City	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	March
1939	1955	1955	1956

California

Bakersfield	420.1	103.2	97.4	11.93
★ Berkeley	417.3	107.4	101.3	11.69
Fresno	476.0	99.2	93.6	20.66
★ Long Beach	638.5	110.1	103.9	44.63
Los Angeles	460.1	104.4	98.5	293.55
Oakland	409.1	104.7	98.8	60.30
Pasadena	594.4	102.8	97.0	26.75
★ Riverside	703.8	115.8	109.2	9.99
★ Sacramento	499.7	114.1	107.6	32.23
★ San Bernardino	780.3	120.8	114.0	17.17
★ San Diego	701.4	108.2	102.1	54.64
★ San Francisco	354.6	107.6	101.5	110.85
★ San Jose	599.7	116.3	109.7	22.61
★ Santa Ana	984.0	120.0	113.2	15.74
★ Santa Barbara	451.4	107.6	101.5	8.58
Stockton	444.0	100.0	94.3	13.41
★ Ventura	749.7	118.3	111.6	6.67

RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

City	City	City	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	March
1939	1955	1955	1956

Colorado

★ Colorado Springs	557.9	109.9	103.7	9.54
Denver	457.4	104.1	98.2	66.37
Pueblo	431.6	99.6	94.0	8.03

Connecticut

★ Bridgeport	395.9	111.9	105.6	23.76
Hartford	347.7	103.6	97.7	30.77
Meriden				
Wallingford	362.1	104.8	98.9	6.45
★ Middletown	422.2	109.5	103.3	4.10
★ New Haven	349.5	114.9	108.4	24.85
★ New London	405.5	128.9	121.6	6.41
Stamford	426.6	98.7	93.1	9.47
Waterbury	356.5	104.5	98.6	12.65

Delaware

Wilmington	406.5	100.2	94.5	21.54
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District of Columbia

★ Washington	402.0	111.7	105.4	131.98
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Florida

★ Fort Lauderdale	1069.0	130.8	123.4	15.50
Jacksonville	580.4	104.1	98.2	35.00

New London: 3 Months Straight On the Leading Cities List Of S. M. High-Spot Cities!

It figures . . . to be sure your media list includes THE DAY, to give your selling this growing buyer-response that only THE DAY can deliver.

The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN



"... right from the Census Bureau

STAMFORD SALES GAINS HIGHEST IN THE STATE FOR 1948-54!"

A \$43,067,000 increase in six years—a 52% gain against 36% in the state, 31% in the U.S.! To insure your full share of this rapidly growing volume—now \$125,685,000—the Advocate is a must . . . reaching 99% of the city's homes.

Stamford Advocate STAMFORD, CONN.

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.

FOR MARCH, 1956 •



RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

City			\$
Index	Index	Index	
1956	1956	1956	(Million)
vs.	vs.	vs.	March
1939	1955	1955	1956

Florida (cont.)

★ Miami	768.9	108.7	102.5	64.67
★ Orlando	649.6	106.2	100.2	13.90
★ Pensacola	522.2	113.0	106.6	7.62
★ St. Petersburg	714.7	109.2	103.0	19.01
★ Tampa	722.5	108.4	102.3	27.17

Georgia

★ Albany	632.5	107.6	101.5	5.19
Atlanta	468.9	105.9	99.9	65.83
Augusta	517.8	99.2	93.6	10.61
★ Columbus	571.3	108.2	102.1	11.03
Macon	460.4	102.7	96.9	9.44
Savannah	443.4	100.4	94.7	12.46

Hawaii

Honolulu	445.8	103.0	97.2	29.07
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RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

City			\$
Index	Index	Index	
1956	1956	1956	(Million)
vs.	vs.	vs.	March
1939	1955	1955	1956

Idaho

Boise	395.0	101.0	95.3	7.11
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Illinois

Bloomington	370.5	102.5	96.7	5.97
★ Champaign-Urbana	424.9	109.6	103.4	8.63
Chicago	360.0	105.2	99.2	444.47
Danville	412.5	105.2	99.2	6.31
★ Decatur	416.0	107.8	101.7	10.90
East St. Louis	420.8	97.0	91.5	9.09
Moline-Rock Island-E.				
Moline	397.0	103.6	97.7	12.07
★ Peoria	333.0	106.7	100.7	16.58
★ Rockford	488.0	109.2	103.0	17.47
★ Springfield	409.8	106.1	100.1	13.69

Indiana

Evansville	408.7	103.8	97.9	15.04
★ Fort Wayne	490.6	109.5	103.3	22.47
★ Gary	513.5	117.4	110.8	18.13
Indianapolis	439.3	105.6	99.6	67.52
Lafayette	446.7	104.9	99.0	6.75
★ Muncie	404.7	107.6	101.5	7.77
South Bend	458.4	102.9	97.1	17.93
Terre Haute	340.4	102.2	96.4	9.36

Iowa

Cedar Rapids	472.5	103.8	97.9	12.76
Davenport	400.6	102.9	97.1	11.22
Des Moines	404.6	101.9	96.1	27.15
Dubuque	400.9	105.5	99.5	6.41
Sioux City	311.2	95.3	89.9	9.96
Waterloo	391.7	101.1	95.4	9.05

Kansas

Hutchinson	422.5	99.0	93.4	5.84
Kansas City	499.7	105.4	99.4	14.29
Topeka	515.1	104.8	98.9	13.29
Wichita	702.3	97.1	91.6	30.48

Kentucky

Lexington	418.8	102.8	97.0	11.31
★ Louisville	469.4	108.9	102.7	50.13
Paducah	435.9	93.8	88.5	5.19

Louisiana

Baton Rouge	580.9	101.2	95.5	13.19
Lake Charles	706.1	105.8	99.8	6.50
★ Monroe-West Monroe	514.6	113.8	107.4	8.18
New Orleans	447.7	102.0	96.2	57.30
★ Shreveport	486.7	110.5	104.2	18.64

Maine

Bangor	360.7	103.5	97.6	5.95
Lewiston-Auburn	361.1	105.5	99.5	7.51

Low Cost Schedule

Influences

\$203,231.00

FOOD SALES

Each Week

Biddeford-Saco families buy \$203,231.00 of food — make hundreds of thousands of decisions involving brand preferences—each week!

The Biddeford Journal alone can give your brand the advertising support it must have to hold its own in this competition . . . and at very small cost.

The Journal's 99% coverage indicates how little selling influence outside papers have in Biddeford-Saco homes.

THE BIDDEFORD JOURNAL

BIDDEFORD, ME.

Represented by
The Julius Mathews Special Agency, Inc.

\$38,120,000 FOOD MARKET

Families in Norwalk . . . and the big-income towns that surround Norwalk . . . spend \$38,120,000 for food—averaging \$378 more than the average U.S. family.

Whether you're selling staples or specialty foods, you can't miss in the Norwalk market. Its 30,600 families have the income to buy both quantity and quality. But you do need the Hour—the only daily able to tap the market's \$245,796,000 income in proportion to its huge potential.

The Norwalk Hour

NORWALK, CONN.

96% Coverage of A.B.C.

City Zone (60,425)

57% of the Trading Area

Represented by
The Julius Mathews Special Agency, Inc.

**YOU'LL
SKIP**

**MERIDEN-
WALLINGFORD**

Conn.

**Without The
RECORD & JOURNAL**

You'll miss by a country mile if you try to cover this 90,000 area with Hartford and New Haven newspapers. Only The Record & Journal give you Meriden-Wallingford—yours for the selling now.

The Meriden
RECORD & JOURNAL
MERIDEN, CONNECTICUT

National Representatives:
Gilman, Nicoll & Puthman

YOUR SCHEDULE IN THE PORTLAND, MAINE NEWSPAPERS

**Delivers This
STATE-SIZE FOOD MARKET**



The Portland Newspapers blanket two-thirds (65%) of Maine's food sales. Families in this big 9-county area buy more food than all the families in any of these eleven states: New Hampshire, Vermont, North Dakota, South Dakota, Delaware, Idaho, Montana, Nevada, New Mexico and Wyoming. In fact, the Portland Newspapers Market produces more food sales than all but a few U.S. cities.

NINE COUNTY SALES AREA

560,100 Population ... \$796,428,000 Income ...
\$580,197,000 Retail Sales ... \$178,620,000 Food Sales

Tops in VOLUME . . . Tops in RESULTS

Advertisers' endorsement of Portland as one of the nation's top result markets is a matter of record. Year after year, Portland is one of the most used test markets in the country . . . currently the most used in the 75-100,000 population group, sixth most used regardless of size. Advertisers know they're bound to get results when they use the Portland Newspapers — in fact, state-size results.

PORTLAND, MAINE NEWSPAPERS

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

78,668 Daily

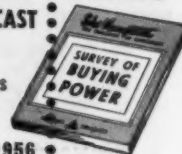
93,222 Sunday

Represented by The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR MARCH, 1956 •

RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	March
1939	1955	1955	1956

Maine (cont.)

Portland	336.9	100.8	95.1	12.60
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Maryland

Baltimore	373.1	104.1	98.2	115.58
Cumberland	271.7	101.9	96.1	4.73
★ Hagerstown	369.5	110.0	103.8	5.25

Massachusetts

Boston	288.9	100.8	95.1	115.49
Brockton	315.4	105.0	99.1	8.11
Fall River	328.0	105.2	99.2	10.83
Holyoke	381.3	105.4	99.4	6.79
★ Lawrence	345.0	106.5	100.5	10.07
★ Lowell	379.4	108.9	102.7	9.56
Lynn	323.2	101.7	95.9	10.92
New Bedford	330.4	104.5	98.6	11.00
★ Pittsfield	356.1	115.4	108.9	7.05

The No. 1 Automotive Market in Massachusetts

Pittsfield leads all metropolitan markets in the state in per capita and per family automotive sales —25% above the metropolitan average.

And local automotive sales activity is climbing in high gear. In the city of Pittsfield alone, there were 33,815 car registrations—a gain of 4,000 over 1954.

Pittsfield offers you this unbeatable combination—best automotive market and strongest selling newspaper in the state. The Eagle . . . with 100% coverage of the city, 70% of the metropolitan area leads every single newspaper in Massachusetts in retail lineage.

BERKSHIRE EVENING EAGLE

PITTSFIELD, MASS.

Represented by

The Julius Mathews Special Agency, Inc.

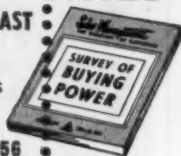
SALES MANAGEMENT

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR MARCH, 1956



RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	March
1939	1955	1955	1956

Massachusetts (cont.)

Salem	378.3	105.2	99.2	6.09
Springfield	325.7	102.6	96.8	22.24
★ Worcester	320.4	106.3	100.3	24.23

Michigan

Battle Creek	465.0	102.7	96.9	9.25
★ Bay City	416.6	106.7	100.7	7.37
★ Detroit	478.5	121.3	114.4	259.58
★ Flint	505.6	113.1	106.7	29.58
Grand Rapids	453.0	105.3	99.3	29.81
★ Jackson	515.9	113.2	106.8	11.76
★ Kalamazoo	477.6	114.9	108.4	13.99
★ Lansing	422.2	112.5	106.1	16.04
★ Muskegon	420.6	109.3	103.1	8.03
★ Pontiac	498.2	113.5	107.1	12.66
★ Port Huron	418.1	112.5	106.1	6.19

Just What The DOCTOR ORDERED

Taunton families spend \$1.40 for drugs for every dollar spent by the average U.S. family.

If you're looking for markets that provide high-potency vitamins for tired drug sales, Taunton is a preferred choice. For best results, follow this prescription: Use Taunton's own daily — reaching 90% of the city's families. Fringe circulation of outside newspapers is too weak for the job.

Taunton Gazette TAUNTON, MASS.

Established 1884

Represented by

The Julius Mathews Special Agency, Inc.

RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	March
1939	1955	1955	1956

Michigan (cont.)

★ Royal Oak				
Ferndale	699.8	112.4	106.0	12.39
★ Saginaw	472.3	108.8	102.6	13.84

Minnesota

Duluth	318.8	105.9	99.9	12.50
Minneapolis	349.3	100.1	94.4	76.70
★ St. Paul	316.6	106.0	100.0	43.28

Mississippi

★ Jackson	517.5	106.8	100.8	11.02
Meridian	399.0	105.4	99.4	3.91

Missouri

★ Joplin	377.4	106.2	100.2	5.59
Kansas City	442.3	100.5	94.8	81.07
St. Joseph	314.7	98.1	92.5	7.43
St. Louis	381.3	105.8	99.8	109.97
★ Springfield	470.5	106.8	100.8	9.98

Montana

Billings	458.1	101.5	95.8	6.96
★ Butte	240.7	124.6	117.5	4.93
Great Falls	372.6	99.6	94.0	6.19

Nebraska

Lincoln	434.9	101.2	95.5	13.87
Omaha	371.6	98.1	92.5	31.96

Nevada

Reno	403.6	104.4	98.5	7.55
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New Hampshire

Manchester	344.9	103.1	97.3	9.49
★ Nashua	341.8	109.3	103.1	4.03

New Jersey

Atlantic City	400.6	105.9	99.9	14.58
★ Camden	498.7	110.7	104.4	20.05
Elizabeth	445.5	105.2	99.2	16.35
★ Jersey City				
Hoboken	353.5	109.1	102.9	33.41
Newark	318.0	102.2	96.4	64.64
★ Passaic-Clifton	430.2	109.2	103.0	16.35
★ Paterson	448.5	109.2	103.0	25.20
Trenton	365.5	101.0	95.3	19.48

New Mexico

Albuquerque	880.1	101.1	95.4	16.72
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New York

Albany	352.4	98.9	93.3	21.78
★ Binghamton	367.2	106.4	100.4	12.70
Buffalo	386.6	103.4	97.5	78.86
Elmira	439.1	100.8	95.1	9.62
★ Hempstead Town-				
ship	707.0	114.7	108.2	68.15
★ Jamestown	418.4	107.6	101.5	7.16
New York	356.1	102.4	96.6	926.85
★ Niagara Falls	418.7	110.1	103.9	12.10
Poughkeepsie	399.2	103.4	97.5	9.18
Rochester	353.3	104.8	98.9	48.96
★ Rome	483.1	110.1	103.9	4.73
Schenectady	372.6	102.1	96.3	13.60
Syracuse	371.5	105.2	99.2	32.10
★ Troy	360.5	107.2	101.1	10.02
Utica	380.8	101.7	95.9	14.01

BOOMING BUSINESS IN ROME, N. Y.

Where Sales Are Really Growing !!!

- ★ 132,700 people with an annual income of \$197,130,000 regularly make Rome their shopping center.
- ★ Family income in Rome is \$5,776, third largest in N. Y. State and \$592 greater than neighboring Utica.
- ★ 42 Million in new buildings, industrial and Air Base expansion planned for 1956.
- ★ Rome was a "High Spot," Sales Management city 10 out of 12 months last year. Business is booming.
- ★ ABC figures prove only one newspaper provides complete coverage of this booming market.

ROME DAILY SENTINEL

Call, wire or write W. S. DeHimer, Adv. Dir. for complete merchandising and market services to supplement your campaigns.

Big Sales Job —at Small Cost

Little Falls retail sales exceed total income by \$186,000. Local families live well, but they're not the only ones pouring money into local cash registers. Shoppers from out of town account for a large portion of that retail sales bulge . . .

. . . and emphasize the big selling job being done by the Little Falls Times—at very low cost to advertisers.

The Times saturates Little Falls, yet reaches an even greater number of families outside the city. No other newspaper can match the influence of the Times in this market—30,000 people with \$40,095,000 income, \$28,651,000 retail sales.

LITTLE FALLS TIMES LITTLE FALLS, N. Y.

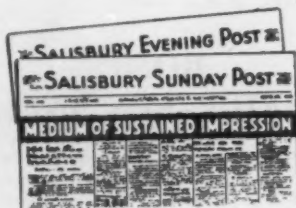
Represented by

The Julius Mathews Special Agency, Inc.

OVER 100 DIVERSIFIED INDUSTRIAL PLANTS POUR MILLIONS INTO THE SALISBURY MARKET

The Salisbury POST and ONLY the POST reaches, influences, sells this market. There is no other newspaper in the market . . . and total circulation of all outside metropolitan papers combined is but a fraction over 3000.

Post circulation over 17,000.



IN ELYRIA OHIO the Dollar Is Worth \$1.23

Your advertising in Elyria is aimed at people who can spend \$1.23 for every dollar spent by the Average U. S. Consumer.

Elyrians have \$350 more buying power per person than the average American . . . \$835 more per family.

Combine this plus buying power with a 74% sales plus — \$25,508,000 above average volume — and you have one of the top-rated markets in Ohio . . . with a 134 Quality Index.

Add to this the coverage and superior selling power of the *Chronicle-Telegram* (over 1 million more lines than the next county paper) . . . and you're really selling this \$183,500,000 retail market.

CHRONICLE-TELEGRAM

"The Family Newspaper"

ELYRIA, OHIO

20,735 ABC Circulation

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.
FOR MARCH, 1956



RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1956	1956	1956	(Million)
	vs.	vs.	vs.	March
	1939	1955	1955	1956
North Carolina				
Asheville	420.3	101.1	95.4	8.83
★ Charlotte	573.2	111.7	105.4	22.24
Durham	390.6	96.1	90.7	7.93
★ Greensboro	858.0	111.8	105.5	19.48
★ High Point	448.8	106.0	100.0	4.80
★ Raleigh	521.7	111.3	105.0	10.85
Salisbury	402.5	102.6	96.8	3.66
Wilmington	450.9	101.9	96.1	5.41
★ Winston-Salem	469.0	110.3	104.1	11.16
North Dakota				
Fargo	387.1	98.7	93.1	6.43
Ohio				
★ Akron	425.8	110.0	103.8	37.64
★ Canton	422.6	112.5	106.1	18.05
★ Cincinnati	377.0	108.1	102.0	70.81
★ Cleveland	424.4	114.3	107.8	145.39
Columbus	430.0	103.6	97.7	55.81
★ Dayton	521.6	109.7	103.5	45.27
★ Elyria	557.6	113.1	106.7	5.58
Hamilton	530.4	105.2	99.2	8.81
Lima	397.2	95.5	90.1	7.23
★ Lorain	701.5	116.2	109.6	9.54
★ Mansfield	451.8	114.1	107.6	7.91
★ Middletown	464.3	110.5	104.2	5.53
Portsmouth	362.1	100.3	94.6	5.58
★ Springfield	400.5	106.4	100.4	10.01
★ Steubenville	306.9	112.4	106.0	5.92
★ Toledo	420.3	108.3	102.2	45.10
★ Warren	533.9	115.8	109.2	9.45
★ Youngstown	346.5	115.1	108.6	22.53
★ Zanesville	345.2	107.2	101.1	5.49
Oklahoma				
★ Bartlesville	474.8	116.1	109.5	3.18
Muskogee	348.6	101.1	95.4	3.66
Oklahoma City	484.0	103.7	97.8	36.20
★ Tulsa	586.5	107.9	101.8	32.43
Oregon				
Eugene	606.9	102.9	97.1	8.92
Portland	442.0	105.4	99.4	66.12
Salem	532.2	103.8	97.9	8.78
Pennsylvania				
★ Allentown	372.8	107.6	101.5	14.76
★ Altoona	314.0	110.9	104.6	8.20
★ Bethlehem	493.3	118.3	111.6	8.73

ALL THIS and COLOR Too

Altoona is an isolated, self-contained market . . . with 138,000 people . . . \$186,710,000 Income . . . \$132,681,000 Retail Sales . . . \$41,562,000 Food . . . \$14,453,000 General Merchandise . . . \$10,089,000 Furn.-Hshld-Radio . . . \$20,015,000 Automotive . . . and \$2,756,000 Drug sales.

Altoona ranks third among the state's 14 metropolitan areas in family food sales—with \$1,026!

Nearly 12,000,000 lines of advertising in 1954 testify to advertisers' confidence in the Mirror's coverage and selling power. To 95% coverage of city zone and 81% coverage of the metropolitan area the Mirror adds the extra impact of Full ROP Color. The Mirror and Altoona add up to RESULTS!



RICHARD E. BEELER, Advertising Manager



Power steering? Yep, and power selling, to the tune of \$17,471,000—that's Bethlehem's automotive sales total (48% above the Pennsylvania per family average!) And much of the credit goes to the "Globe Times"! Why? Because it's the only paper that covers Bethlehem (outside papers don't even reach 1/3 of the market!) Give us the green light, and the "Globe Times" will start selling for you!

The Bethlehem Globe-Times

Roland L. Adams, Publisher
Represented nationally by DeLisser, Inc.

FOOD FACT #3

ABOUT
NORRISTOWN, PA.

Norristown Is A BIG FOOD MARKET

\$45,155,000.00 Food
Sales in City and Retail
Trading Zone during
1954!

... And only the
Norristown Times Her-
ald completely covers
this rich food market!
Write today for Market
Data File.

Times Herald
NORRISTOWN, PA.

Represented Nationally
By The
Julius Mathews Special Agency

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
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FOR MARCH, 1956



RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

	City		Nat'l.	
	Index	Index	Index	\$
	1956	1956	1956	(Million)
	vs.	vs.	vs.	March
	1939	1955	1955	1956
Pennsylvania (cont.)				
Chester	485.0	105.7	99.7	10.38
★ Erie	503.8	107.0	100.9	19.85
Harrisburg	387.5	104.6	98.7	15.89
Hazleton	309.0	105.3	99.3	4.26
★ Johnstown	342.6	117.4	110.8	10.04
★ Lancaster	357.2	109.2	103.0	10.40
Norristown	384.8	104.0	98.1	5.31
Oil City	343.0	98.5	92.9	2.71
Philadelphia	387.4	102.0	96.2	242.08
★ Pittsburgh	402.6	111.2	104.9	110.68
★ Reading	416.9	112.0	105.7	18.64
Scranton	277.2	100.5	94.8	12.72
Wilkes-Barre	338.8	101.4	95.7	11.45
★ Williamsport	368.2	107.0	100.9	6.26
York	406.3	103.8	97.9	9.91

Rhode Island

Newport	324.1	102.6	96.8	3.47
★ Providence	318.0	109.5	103.3	34.15
★ Woonsocket	327.9	111.9	105.6	5.15

South Carolina

★ Charleston	435.7	114.1	107.6	10.33
★ Columbia	549.0	106.8	100.8	14.88
Greenville	535.2	104.1	98.2	11.40
Spartanburg	453.6	100.5	94.8	6.89

South Dakota

Aberdeen	501.3	98.7	93.1	3.86
★ Sioux Falls	389.9	113.8	107.4	7.41

Tennessee

★ Chattanooga	459.5	106.1	100.1	20.95
Knoxville	472.5	99.1	93.5	20.32
Memphis	477.0	99.4	93.8	52.66
★ Nashville	453.9	106.0	100.0	29.73

Texas

★ Abilene	741.6	112.4	106.0	8.68
★ Amarillo	692.3	107.7	101.6	14.88
★ Austin	572.1	107.0	100.9	18.65
Beaumont	505.1	104.6	98.7	12.43
Corpus Christi	638.8	97.7	92.2	16.61
Dallas	636.9	103.2	97.4	89.73
El Paso	574.5	104.3	98.4	18.33
★ Fort Worth	697.4	106.6	100.6	52.86
Galveston	437.0	98.3	92.7	8.83

indoors or outdoors



day or

night

Ad Banners
by HOLLYWOOD
SELL your Product
AROUND THE CLOCK

There's no time off when you put
these sales makers on the job!
Hollywood Glean-Satin Ad Banners
sell and tell all the time...right at
the point of purchase!

No need to burn the midnight oil
when you've got our FREE Idea
Book to feed your Sales Imagi-
nation. Send for it, right now!

**HOLLYWOOD
BANNERS**

116 East 32nd Street
New York 16, N. Y.
Telephone: ORegon 9-4790

NEWPORT

RHODE ISLAND'S
RICHEST MARKET



Newport County ... with more income per
family than any other county or city in the
state ... is Rhode Island's richest market.
Total income is \$109,681,000. To sell it
thoroughly, you need the best possible
coverage—provided only by the Daily News
... the county's only daily, with the largest
circulation in southern Rhode Island.

The Newport Daily News

Represented by
The Julius Mathews Special Agency, Inc.

Exclusive Data

Few sales quotas are set without
the help of Sales Management's
annual SURVEY OF BUYING
POWER.

There's This About WOONSOCKET -

\$59 MILLION IN TOTAL RETAIL!

Woonsocket alone de-
livers \$59 million in total
retail sales. The Call alone
delivers 98% of the city's
homes—plus bonus cover-
age in the heavy-spending
surrounding industrial
areas. Make this 100,000-
plus market yours now,
through Woonsocket's one-
and-only local daily, the—

WOONSOCKET CALL

Representatives: Gilman, Nicol & Ruthman
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S
PLUS MARKET

the station
that made
ROANOKE

**VIRGINIA'S
NO. 1
TV MARKET**

70.2%
station share
of sets... (ARB)

WSLS-TV
CHANNEL 10
ROANOKE, VA.



Represented Nationally—Avery-Knodel, Inc.

17 IS MORE THAN 72

Well that's what some people think when it comes to selling five rich Central Florida Counties around Orlando. The thinking goes like this... can we buy newspapers published in Jacksonville, Tampa, and Miami to cover the fourth market in Florida which is the Orlando area? The answer is no!

Here are the facts. The combined circulation of those three papers in the five counties that make up the greater Orlando market area is only 17,487, or 24.2% of the circulation of the Orlando Sentinel-Star in the same five counties, 72,173.

Don't miss the important Central Florida Market... buy the only paper that does the job.—ORLANDO SENTINEL-STAR!

Orlando Sentinel-Star

MARTIN ANDERSEN

Owner, Ad-Writer & Galley Boy

ORLANDO, FLORIDA

Net. Rep. Burke, Kuipers & Mahoney

**RENT YOUR CAR
OR LEASE A FLEET
FROM
NATIONAL**

... in all principal cities here and abroad... consult your phone directory under "NATIONAL". Write for courtesy card and directory to:

NATIONAL CAR RENTAL SYSTEM, INC.
1200 WASHINGTON AVE., CR. 1-9209, ST. LOUIS 3, MO.



HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.



FOR MARCH, 1956

RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1956	1956	1956	(Million)
	vs.	vs.	vs.	March
	1939	1955	1955	1956

Texas (cont.)

★ Houston	594.6	106.4	100.4	94.00
Laredo	535.6	104.7	98.8	4.18
Lubbock	865.6	101.9	96.1	14.89
★ Port Arthur	479.6	106.5	100.5	8.01
San Angelo	517.7	100.5	94.8	6.52
San Antonio	608.0	103.9	98.0	51.01
Texarkana	436.3	98.8	93.2	5.45
★ Tyler	543.9	110.1	103.9	7.46
Waco	613.9	98.9	93.3	12.46
Wichita Falls	516.5	105.4	99.4	9.87

Utah

Ogden	457.9	97.8	92.3	7.28
★ Salt Lake City	468.3	114.3	107.8	28.94

Vermont

★ Burlington	381.9	108.9	102.7	5.27
Rutland	294.9	98.3	92.7	2.83

Virginia

Danville	535.8	103.6	97.7	6.86
★ Lynchburg	418.6	113.8	107.4	7.28
★ Newport News	635.9	114.0	107.5	9.79
Norfolk	560.6	99.0	93.4	29.04
Portsmouth	652.9	100.8	95.1	8.75
Richmond	391.8	100.1	94.4	34.59
★ Roanoke	474.9	112.7	106.3	14.01

Washington

Bellingham	416.5	96.9	91.4	5.29
★ Everett	499.3	108.8	102.6	7.44
Seattle	443.9	104.5	98.6	75.42
Spokane	434.0	105.2	99.2	23.22
★ Tacoma	454.6	106.8	100.8	20.41
Yakima	476.4	100.8	95.1	8.86

West Virginia

Charleston	401.7	100.7	95.0	14.34
Huntington	369.7	100.0	94.3	9.39
★ Wheeling	317.9	109.9	103.7	8.26

Wisconsin

★ Appleton	444.1	107.5	101.4	5.77
★ Green Bay	396.2	109.5	103.3	8.52
★ Kenosha	507.5	116.6	110.0	8.07
★ La Crosse	458.4	107.5	101.4	7.47
Madison	393.9	102.6	96.8	14.22
★ Milwaukee	405.9	109.5	103.3	95.35

RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1956	1956	1956	(Million)
	vs.	vs.	vs.	March
	1939	1955	1955	1956

Wisconsin (cont.)

Oshkosh	432.9	101.1	95.4	6.45
★ Racine	475.0	110.9	104.6	10.40
Sheboygan	371.8	105.2	99.2	5.50
Superior	299.4	101.2	95.5	3.59

Wyoming

Casper	535.8	99.0	93.4	5.09
Cheyenne	462.6	101.2	95.5	5.18

RETAIL SALES FORECAST (S.M. Forecast for March, 1956)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1956	1956	1956	(Million)
	vs.	vs.	vs.	March
	1941	1955	1955	1956

Canada

	361.0	106.0	100.0	955.10
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Alberta

★ Calgary	576.8	112.1	105.8	23.01
★ Edmonton	613.2	108.7	102.5	22.57

British Columbia

★ Vancouver	448.7	108.7	102.5	50.12
Victoria	406.1	101.7	95.9	11.45

Manitoba

Winnipeg	342.0	102.1	96.3	35.91
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New Brunswick

Saint John	242.6	105.7	99.7	4.61
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Nova Scotia

Halifax	307.1	101.5	95.8	12.07
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Ontario

★ Hamilton	338.9	110.0	103.8	22.67
London	320.9	102.2	96.4	9.85
★ Ottawa	323.4	106.0	100.0	20.28
Toronto	407.4	103.7	97.8	125.29
★ Windsor	308.1	124.4	117.4	12.73

Quebec

★ Montreal	350.2	107.1	101.0	106.24
Quebec	361.0	101.4	95.7	17.54

Saskatchewan

Regina	409.1	102.1	96.3	11.95
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ADVERTISERS' INDEX

HANSEN
STORAGE CO.
124 N. JEFFERSON ST.
MILWAUKEE, WIS.
WISCONSIN'S
LARGEST AND
MOST MODERN
AFFILIATE — HANSEN STORAGE OF MADISON INC.

THE SCRATCH PAD

By T. Harry Thompson



Timely tip to a man at the typewriter: "This is the most *word-weary* generation history has ever produced. People have formed a heavy insulation against *words*, to protect their privacy and sanity."—*Rev. Louis W. Valbracht.*

DIVORCE: Split decision.

Add similes: "As strung out as the Aleutian Islands."

WAITRESS: Tip-teaser.

Southern editors love page-one heads like this from the *Palm Beach Daily News*: "Most of North Feels Drastic Mercury Drop."

MIAMI TEMPERATURES: Southern comfort.

A word to the wives: Clarence Bosworth has his own version of an old song: "Absence makes the heart go wander."

I had to hear this transposition to believe it could happen: "The preceding film was on program."

On her quarter-hour Chevy program, Dinah Shore didn't want to refer to her guest-star as "Tennessee Ernie Ford," so she called him "Tennessee Ernie Chevrolet." Cute!

Note to ABC: Instead of "John Daly and the News," why don't you log it as "The Daly News?"

What's in a name? A strip-teaser in Paris goes by the name of "Kira Tekitoff."

I can't document it, but here's one version of how we got the word *grocer*: Eons before the A & P, victualers bought their spices by the gross. Ergo, they were "grossers."

Copy-writers At Work Dep't: "The only way to get a *decent* shave is with a Gillette Blade in a Gillette Razor."

"Whatever would we do without tomorrow? The past, though usually nice to remember, is over and done with. The present is always tugging at us. But tomorrow . . . that is the dreamer's paradise. Everything is possible with tomorrow; no dream too foolish, no goal too high."—*Author unknown.*

"Freshman English May Be Improved."—*News-head.* It would be nice if some of it rubbed off on TV announcers . . . the fellows who say: "Everyone should brush their teeth," or what-have-you.

Dep't. of Correction: I placed Schick Shaver in Scranton, Pa., instead of Lancaster, Pa., and eagle-eyed readers were quick to put me on what sports-announcers call the *DEE*-fensive. For which I thank them.

Oldsmobile owners tell me that the new so-called "S" gear is slightly terrific . . . in saving the brakes on a long downgrade . . . in saving the engine when the hill is reversed. Well, I thought Hydra-Matic was the nuts, even *before* this "S" gear.

The Florida grapefruit people are trying a slogan: "The unforbidden fruit." Whether it means much or little, I think you'll remember it.

Let's Make Customers . . . Not Just Sales!

It ought to be as plain as the nose on your face: A *sale* is often a spotty thing, like dappled sun in a forest. It is sometimes a one-shot affair, never repeated for one reason or another.

But a *customer* is a many-splendored thing!

Customers repeat like the hiccups. If they like the product and the service, they come back again and again, like animals to a water-hole. The repeating is what *makes* them customers . . . a habit to be cultivated and nurtured and tended with patient care.

Sometimes . . . let's face it . . . profit may lie in *losing* a single sale and *winning* the prospect's respect. Such a procedure, when indicated, is plainly an investment in good-will.

Let us remember this when we are tempted to press for an order; tempted to maintain silence when a minor dis-

advantage might be accepted if explained in advance; or when enthusiasm is not tempered with truth and common sense.

The principle applies whether we sell on the hoof or behind a typewriter. As Mr. Lincoln put it, you can fool some of the people some of the time, but a sale on the basis of damn the torpedoes, full speed ahead, puts no customer on the books.

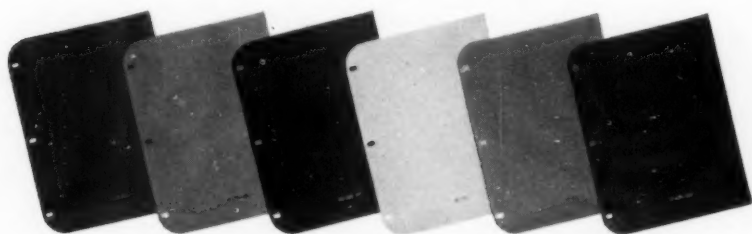
Advertising that plays fast and loose with the facts will fall of its own weight by the simple process of spreading bad news. Sales made by even the slightest misrepresentation will backfire. You never forgot that ebullient dentist who said: "This won't hurt a bit." Let's make *customers* . . . not just *sales*!



Planning a New Catalog?

Your National Stationer Can Show You Over 500 Variations of Cover Materials, Colors, Printing Methods, Mechanisms, Indexes—in 10 Minutes!

Here's the easy, practical way to "pick and choose" the *actual* cover material, color, type style, binding mechanism and indexes for your new catalog, sales manual or portfolio. It's the National Catalog Selector — chock-full of ideas. Your National Stationer will bring it to your office to help you make the following 5 basic decisions quickly, easily:



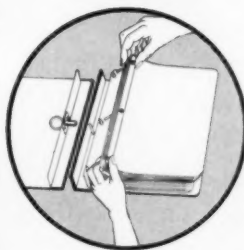
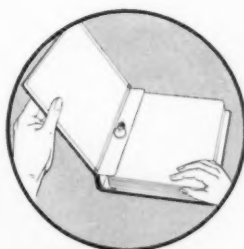
1. WHAT BINDING MATERIALS? The Selector offers 25 colorful materials.



2. WHAT COLOR STAMPINGS? Varied-color stampings on acetate sheets for placement over bindings show different effects.



3. WHAT PRINTING METHODS? Twelve cover panels show stampings available: straight, 1 or 2 colors; embossed and stamped; screened on smooth materials; embossed and screened on smooth or grained materials.



4. WHAT STOCK MECHANISMS? Selector contains pictures of 12 stock mechanisms and binder styles.



5. WHAT TYPE INDEXES? Selector shows insertable tabs, printed tabs celluloid reinforced, leather tabs, and copper holed reinforced index sheets.

NATIONAL BLANK BOOK COMPANY

113 WATER STREET, HOLYOKE, MASSACHUSETTS

Write for name of your nearest National Stationer



Dealers Everywhere

Why do little dogs in Chicago eat more than big dogs in Suburbia?

Business wasn't going to the dogs—and that was bad for A Certain Dog Food Company.

(This story has a moral for everybody doing business in Chicago. The facts are true. We've only switched names.)



J. T. Barker, President, reasoned that all of dogdom's biggest eaters—the Great Danes, Collies, Setters and Such—were stationed with families living in the wide open spaces of Outer Suburbia. So most of the company's sales and advertising efforts were aimed at those top dogs in the suburbs.



Then along came Joe.

Now Joe was a joe who sold advertising space for the Chicago Tribune. He didn't know a schipperke from a schnauzer, but he knew a pack of bloodhounds that could track down all kinds of market information.



"Mr. Barker," said Joe. "I hear your company's sales have been dragging. Why not let me see what facts I can dig up for you on dog food?"



So Joe went down to the Tribune's Research Department, stopped at the Sales Development Division, and soon came back with this: While the percentage of dog-owning families and size of dogs are somewhat bigger in the suburbs, there is a greater number of dog-owning families living in the city. Therefore *little dogs in Chicago eat more than big dogs in Suburbia simply because there are a whole lot more of them.*

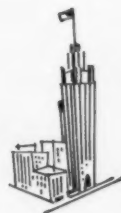
P.S. Always remember . . .



If you want to SELL Chicago

TELL Chicago in the

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER



This plain fact, which changed Barker's dogma, is a typical example of how the Tribune can help you solve your sales problems in Chicago.

Nobody knows Chicago like the Tribune.

The Tribune has spent several million dollars to find out facts that vitally affect your Chicago sales. It knows who your best customers are, where they live and shop, why they buy. This valuable information is yours for the asking.



Nothing sells the Chicago market like the Tribune.



Retail sales in Chicago and the 206 Chicagoland counties are big—valued at \$17.8 billion. And the best way to sell this market is through the Tribune. Does advertising in the Tribune pay? Just ask advertisers like Buick, Borden, Pepsi-Cola, General Electric.

People may praise the Tribune, fuss about it or blast it—but reading the Tribune in Chicago is just like climbing mountains in Switzerland. Almost everybody does it. Everybody feels its impact. Practically 7 out of 10 families in the Chicago metropolitan area read the Tribune—almost half of all the families in 839 midwest cities and towns read it. (Only 12% of metropolitan Chicago gets the largest national magazine—and less than 1 out of 9 tunes in on an average TV program.)



So if you want to know something about Chicago, call in a joe from the Chicago Tribune, and put him to work finding out.